

# Law Enforcement News

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## C-OP lives on in Baltimore Co.

### Police brass say they're not abandoning the concept

Officials of the Baltimore County, Md., Police Department said recently that they are taking a "hard look" at community policing-based approaches to some crime problems, but denied that they are abandoning the philosophy, which the agency pioneered in the early 1980s.

"We're not abandoning anything," said police spokesman Sgt. Kevin Novak. "But some things, like the widespread armed-robbery problem we had earlier this year during the first quarter, are best handled through traditional enforcement — using informants, conducting aggressive patrol and enforcement strategies — and that's what we did."

Fears that the department would scale back its community policing program apparently stemmed from an interview by The Baltimore Sun with the county's new police chief, Terrence B. Sheridan, who said the agency would make changes in the way it approaches some crime problems. Novak said Sheridan questioned the wisdom of some current practices, such as sending two officers to a police-community relations meeting held every other week in the jurisdiction's Parkville precinct, "when only one of them really has much to do there."

"We'll send two when they're needed," Novak told Law Enforcement News, "but if we

don't think that's necessary, the other guy will be out there patrolling or addressing other issues."

Capt. James Johnson, patrol commander of the high-crime Essex precinct, said the department has "redefined our goals and objectives related to community policing.... What we've been asked to

**But community policing may get a tougher, traditional-looking edge when it comes to dealing with some knotty crime problems.**

do by this administration is to take a hard look at our community policing involvement. If it does not reduce crime, if it does not prevent crime, then perhaps we should address whether or not we should be involved in it."

Johnson said he must make decisions and formulate strategies that will address particular problems.

"Unfortunately, we're very busy with narcotics," he told LEN. "We exercise zero

tolerance down here and I've got all of my resources devoted to enforcement at this point. That's not to say I don't go to the community, not to say I don't listen to the community, their needs, desires and concerns. But whether you want to call it community policing or hard-nosed enforcement, if it reduces crime, we're going to keep doing it. So far, I haven't been told by the Chief that I'm off target, so that's our attitude."

Both Novak and Johnson said some confusion still exists among officers about what sorts of activities and strategies constitute community policing. "You put 10 people in a room, you'll get 20 different definitions," Novak observed. "Each one is torn between at least two.... There are some areas where it's really not completely applicable."

The effectiveness of community policing "really depends on how you define community policing," Johnson said. "That's part of the problem. Academics and practitioners can't agree, and there's no agreement among police leaders in America today over what it really is.... Part of the problem for the line officer is that there's this nebulous terminology...and this makes it very clouded and obscure."

But former Police Chief Neil Schan, who led

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## LA wants all anti-gang programs to be pulling in the same direction

The Los Angeles City Council has approved a proposal to consolidate the city's anti-gang efforts into a four-year, multimillion-dollar pilot program that will target at-risk middle-school students and will require for the first time that community-based programs show progress in order to be eligible for continued funding.

The program, called "L.A. Bridges," will require competitive bidding for groups seeking city funds to fight gang problems. The program will hold all accountable to the same general standards, coordinate their efforts and require them to undergo audits to gauge their effectiveness.

L.A. Bridges was devised after eight months of study by a 21-member, ad hoc committee of community leaders, elected officials, sociologists and others, that was impaneled by the City Council following the September 1995

death of a 3-year-old Stephanie Kuhen, whose family's car strayed into a gang-infested neighborhood and was sprayed with bullets. The committee, chaired by City Councilman Mark Ridley-Thomas, unanimously approved the plan in September.

As much as \$12 million of local, state and Federal funds will be spent annually on the effort — more than

double the amount the city currently spends on anti-gang programs. Hailed by some city officials as an innovative approach, the program was approved last month and is expected to be in place by April 1, replacing a crazy-quilt system of community-based, anti-gang programs that were not required to submit to evaluations of their effectiveness.

"I haven't seen a program like this

ever," said Michael Genelin, who heads the hard-core gang unit of the Los Angeles County District Attorney's Office. "We have had programs that have been repeatedly funded, and there has never been any assessment of their effectiveness. Those programs have goals and objectives but we have no idea if they have been met."

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## Milwaukee PD hiring rules get overhaul — with push from DOJ

Negotiations are under way in Milwaukee to come up with a new set of rules governing race- and gender-based hiring by the Police Department, following a recent Justice Department filing that suggested written and physical-agility tests given to applicants are discriminatory and illegal.

The Justice Department called for an end to the use of those tests and their replacement with tests that contain only include "job-related" components.

Since 1975, police hiring in Milwaukee has been governed by a consent decree mandating that at least 40 percent of new employees be minorities and at least 20 percent be women. In separate motions filed in U.S. District Court on Sept. 27, the city and Justice Department began a process aimed at devising new procedures that will satisfy U.S. Supreme Court decisions banning many race-specific programs.

The Justice Department said that the quota system has achieved satisfactory representation of Latinos and American Indians on the Police Department. But the DOJ motion, which was filed as a technical move related to a reverse-discrimination lawsuit filed by white officers in 1993, said the issue is open with respect to blacks, pending further review of the local labor market.

The Justice Department said the gap between the percentages of blacks and whites passing the written test and between the percentages of women and men passing the physical test was so wide that the tests have a clear "adverse impact" on blacks and women.

Kenneth Munson, executive director of the city's Fire and Police Commission, told Law Enforcement News said the filing opens the "beginning of the negotiation process" that will mark the end of the consent decree, replacing it with new procedures to guarantee a Police Department that reflects its diverse constituency.

"There are general proposals before the Federal judge regarding this, but nothing detailed has been worked out," Munson said. "Basically, what's been proposed is the idea that the orders with specific quotas for hiring minorities has to end, and we've got to figure out what will be legally supportable for the future. Our proposal was that there be amounts of money set aside to develop a new test, and let interested parties participate in the process."

The U.S. Equal Employment Opportunity Commission concluded in early October that there was "reasonable cause" to believe that Milwaukee illegally discriminated against black officers and applicants with respect to hiring, discipline, retaliation and working conditions.

## What They Are Saying:

**"We're going to be a lot tougher this time around. Fox has said, 'Take the gloves off,' and that's what we're going to do."**

— John Walsh, host of "The New America's Most Wanted: America Fights Back," the popular crime-fighting program that returned to the air Nov. 9 after the Fox Television Network yielded to an outpouring of public support. (5:5)



# Around the Nation

## Northeast



**CONNECTICUT** — William R. Kohnke stepped down as police chief in Bristol in October, to head the police department in Pompano Beach, Fla. Kohnke, who has been with the Bristol Department for three years, said the Pompano Beach department would present new challenges. It is three times as large as Bristol, with a diverse community. Kohnke has had relatively short stints at several other departments, including Battle Creek, Mich., Oak Park, Ill., and Greenwood Village, Colo. He said he likes to create new programs and policies and then implement them. Kohnke is credited with bringing state and federal funding to the Bristol department by aggressively pursuing grants, modernizing the computer system and implementing an action team in the community.

A Middletown police officer was suspended without pay for 90 days in October after his union memo outraged Wesleyan University students. Officer William Clayton, the secretary of Local 1361, made posters out of a news account of a student rally in support of Mumia Abu Jamal, a death-row inmate convicted of murdering a Philadelphia police officer. To the news story, Clayton added "remember this the next time you deal with persons associated with this so-called Univ[ersity]." Police Chief George R. Aylward and Mayor Maria Madsen Holzberg said Clayton's memo implied a "threat" that was both inappropriate and unacceptable. Clayton will also undergo a thorough character and personality evaluation to determine if he's fit for duty, said Aylward. Clayton, a 13-year veteran, said his message meant to warn fellow officers about dealing with incidents on campus. He said he considered the rally an insult to fellow officers.

**DISTRICT OF COLUMBIA** — The Metropolitan Police Department has launched a hotline number — (202) 727-0589 — to fight hate crimes. Victims of hate crimes can report incidents anonymously, said Chief Larry Soulsby.

The District's juvenile curfew law was rejected as unconstitutional on Oct. 29 by a Federal judge, who ruled that it violated the rights of minors and parents. The law, which took effect Sept. 20, 1995, kept children under age 17 off the streets from 11 P.M. to 6 A.M. on weekdays and midnight to 6 A.M. on weekends. The city failed to make its case, said U.S. District Judge Emmet Sullivan, that the curfew would protect children from becoming victims or perpetrators of crimes.

**MAINE** — A 1994 candidate for Cumberland County sheriff, Edwin "AJ" Martin, 65, was arrested on a felony weapons charge Oct. 17 after police seized explosive devices from his locksmith shop in South Portland. Martin, who has had frequent run-ins with police, was arrested three weeks before the 1994 election on felony charges of sexually exploiting two teen-age girls in Biddeford. He lost the election by a 2-1 margin.

A background check required under

the Brady Law of a Plymouth man seeking to buy a handgun revealed him to be wanted on a 22-year-old murder charge in South Carolina. David A. Godfrey, 42, had been arrested in 1974 on a murder warrant for the death of his 18-year-old wife, Marie. Godfrey was later released on \$5,000 bail. A bench warrant was not issued for him until 1976.

**MARYLAND** — Baltimore Police Officer Tarodd Shawndre Jacobs, 24, was charged Oct. 14 with assault, false imprisonment, reckless endangerment and a handgun violation after pulling a motorist out of his car at gunpoint during a rush-hour argument on the Beltway while Jacobs was off duty. According to a statement given to state police by the victim, Andrew J. Paladino, the incident began when the two cars had a minor sideswipe. Paladino said he tried to pass Jacobs when Jacobs' car came to an unexplained stop in front of him. But Jacobs, he said, tried to force him off the road. Next, Jacobs drove up beside him, pointing a gun at his car and cutting him off. It was not until Jacobs had pulled Paladino out of the car at gunpoint that he identified himself as a police officer, Paladino said.

**MASSACHUSETTS** — Former New York City Police Commissioner William Bratton has been hired to overhaul the New Bedford Police Department, which has been harshly criticized after the strip search of a 12-year-old girl and the death of a suspect in custody.

Three Lowell police officers and one retired officer were killed in a plane crash Oct. 20 as they were returning from a hunting trip in Canada. Those killed include the city's first mounted officer, Donald Brill; its original K-9 officer, David Seamens; and Lieut. Steven Smith, who was to take over as day-shift commander. Also lost was retired Sgt. John Sullivan, who left the force in June, Robert Marchionda, a K-9 officer with the North Reading Police Department, and three other men.

The entire staff of 18 student security guards was eliminated from the University of Massachusetts at Amherst campus book store on Oct. 18, amid complaints that the guards, all of whom are white, targeted minority students as shoplifting suspects, according to officials.

Boston police say only 80 inquiries — fewer than expected — have been made since the launch on Oct. 1 of a sex-offender registry.

A Federal judge ruled Oct. 23 that records from a rape counseling center have the same legal protection against subpoena as medical records. The state's highest court issued a similar ruling earlier this year in another case.

Bureau of Alcohol, Tobacco and Firearms agent John Lennon, 46, was awarded \$60,423 in back pay and a promotion by a Federal judge on Oct. 17, because a supervisor wrongly promoted an under-30 female agent over Lennon.

DNA evidence will soon be used for the first time in a Federal criminal trial following a judge's ruling Oct. 22. The defendant, Paul Lowe, 26, is charged with raping a woman after helping her push her car out of a snowbank, then

taking her vehicle and driving her to New Hampshire.

**NEW JERSEY** — A legal brief filed Oct. 30 contends that prosecutors in a case involving a Metuchen man accused of killing a Newark police officer in 1976 concealed information that another defendant committed the murder. V. James Landano, 57, whose lawyers filed the complaint against the Hudson County Prosecutor's Office and the State Attorney General's Office, was convicted of the slaying of Officer John Snow 20 years ago, but had his conviction overturned on the grounds of prosecutorial misconduct. He was re-indicted for the slaying last August. The information on which the latest brief is based was provided by the prosecutor's office as part of its pre-trial obligation.

An off-duty Edison police officer, David Rodriguez, received 150 stitches in his face Oct. 26 after being slashed by a broken beer bottle. Police said the incident occurred during a melee outside a Scotch Plains nightclub. Rodriguez and three other off-duty officers were randomly attacked during the disruption that was already in progress when they left the nightclub. The suspect, Kareem L. McDowell, a 21-year-old carpet cleaner who said he had wielded the bottle in self-defense, was charged with aggravated assault, possession of a weapon and the possession of a weapon with the intent to use it unlawfully.

**NEW YORK** — New York City Police Officer Darryl Edmonds, 28, was charged Oct. 22 with tipping off members of an Upper West Side drug gang about ongoing investigations, anti-drug tactics, and gang members who were cooperating with law enforcement. The gang, the Young Talented Children, dominated a six-block area around W. 107th Street and Columbus Avenue for several years. Edmonds was arrested more than two years after prosecutors learned he had helped the gang between 1992 and 1994 in exchange for \$5,000 in bribes. His services came to light during the 1995 trial of a gang trigger man, Raymond (Dillinger) Rivera.

The state Director of Criminal Justice, Paul Shechtman, announced his resignation Oct. 28, saying he could no longer balance the demands of his office with his family life. Shechtman said he will return to a private law practice in New York City when he steps down early next year. As chief architect of Gov. George Pataki's criminal justice agenda, Shechtman played a major role in shaping the state's major crime initiatives, from increasing the penalties for violent felons to ending parole for repeat offenders.

New York City Police Officer Robert Loughlin, a 10-year veteran, was charged Oct. 29 with stealing \$2,000 from the armored-car company where he moonlighted as a security guard.

An unemployed Queens printer, Ambioris Sanchez, 28, was arrested on counterfeiting charges Oct. 31 by U.S. Secret Service agents. Some \$7 million in phony bills were seized, along with another \$2 million in sheets of uncut bills, plates and negatives.

Undereover New York City police officer Richard Padin, 29, was accidentally shot by another officer Oct. 24

during a search in a cavernous Brooklyn drug hideout. Padin and his partner had returned to the building, which functioned as a bodega by day and a social club at night, after arresting Miguel Baez, 41, and Awand Marag, 28, on drug charges. While conducting an additional search of the basement, the officers were confronted by uniformed officers Richard Kuhnappel and his partner, who were responding to a burglary-in-progress call. Spying the glint from a gun and unable to see Padin's shield in the basement's dim light, Kuhnappel fired a round and then made a radio call for help. Although the incident is being investigated, it appears Kuhnappel followed departmental guidelines when he fired.

A Bronx grand jury in October indicted New York City Police Officer Richard Molloy on charges of second-degree murder and second-degree manslaughter in the Jan. 21 death of Hessa Phelan, a 39-year-old Irish immigrant. Phelan was drinking in the Oak Bar, whose bartender, Maggie McGrath, is Molloy's girlfriend. Sources said that Phelan, fearing he was too drunk to make it home, asked Molloy to take him to McGrath's apartment. Later, Molloy called 911 and said Phelan had taken his off-duty gun from his holster and fatally shot himself through the eye. In July, however, the Medical Examiner's Officer concluded that Phelan's death was a homicide.

The New York City Police Department will forego the use of high-tech laser-beam sights on weapons because officers apparently do not trust the equipment. Lieut. Thomas Stokes of the Emergency Services Unit told The New York Post that officers fear that the lasers' sights are easily knocked out of alignment. The weapons were highly regarded by the Transit Police during a two-year pilot study, but a police firearms and tactics supervisor said that in at least ten incidents the laser beams did not serve their intended purpose or work properly. Officials said that one of the advantages of the laser-sighted weapon is the scare it puts into those who see the red circle of light on their chests, which often frightens them into surrendering.

The New York City Police Department has spent more than \$60,000 in overtime through the first nine months of this year for drug testing of night-shift officers, according to a report in The New York Post. While officers who work the day shift can be tested during their normal work hours, those who work the overnight shift end up providing urine samples on overtime because there are no medical technicians on duty at night. Officials contend the overtime pay is still cheaper than bringing in medical staffers to monitor and safeguard tests and samples. There are also fewer officers on the overnight shift, they said, so removing them would create a public-safety hazard.

New York City Police Commissioner Howard Safir completed a unprecedented meeting Nov. 4 with President Leonel Fernandez of the Dominican Republic, during which they explored the possibility of police officer exchanges and the extradition of prisoners. There is no formal extradition treaty between the Caribbean nation and the U.S., making it a haven for Dominican suspects accused of crimes.

Some 400 drug traffickers wanted in New York are hiding there, said Safir.

Gov. George Pataki and New York City Mayor Rudolph Giuliani charged in October that the number of convicted violent criminals being released on parole remains alarmingly high, despite recent demands for a crackdown. The state Parole Board approved early releases for more than half the robbery and burglary convicts and nearly a third of assault inmates who appeared before the board in the six-month period that ended Sept. 30. Records show that 2,070 convicts in those three categories were released, most of them making their first appearance before the panel. However, early releases have dropped sharply for convicted killers and rapists — from 60 percent to 14 percent for murderers, and from 37 percent to 3 percent for rapists. The issue was brought home last month when a parolee with a criminal record dating back to 1957 killed New York City Police Lieut. Frederico Narvaez.

**PENNSYLVANIA** — Philadelphia Police Officer Joy Carter-Herman was awarded \$127,000 by a Federal jury in October in her discrimination suit that charged her refusal to date a supervisor ruined her career and caused her to be ostracized by fellow officers. The supervisor, Capt. Samuel Lynch, was ordered to pay \$20,000 to Carter-Herman, and the two officers she accused of retaliating against her were ordered to pay \$7,000. The city was ordered to pay \$100,000 in compensatory damages. Carter-Herman said Lynch had pressured her to date him when the two worked together in May 1993. Another female officer, Barbara Rachuba-Feeney, was a co-plaintiff in the case. She was not awarded any money. Both women said they were humiliated by fellow officers, disciplined on trumped-up charges, and had their personal property stolen.

Three men, including two local rap artists, were convicted Oct. 30 of the murder of Philadelphia police Officer Lauretha Vaird during a Jan. 2 bank holdup. After deliberating 4½ hours, a Common Pleas Court jury convicted Christopher Roney, 26, of first-degree murder, and Warren "Steady B" McGlone, 26, and Ernest Mark Canty, 22, of second-degree murder. Prosecutors said Roney was the triggerman, while McGlone drove the getaway car. Canty, they said, held the 9mm. gun and ordered employees of the PNC bank to open the vault. Vaird, who responded to the bank's silent alarm, was shot in the abdomen, and was the city's first female officer to be killed in the line of duty. Roney could face the death penalty; the other two face mandatory sentences of life without parole.

As part of the settlement of a civil rights suit, deputy city solicitor James Jordan will watch over the Philadelphia Police Department, overseeing its hiring, training, and disciplinary procedures as head of the new Office of Integrity and Accountability.

A proposal for a civilian review board to investigate complaints against police was rejected Oct. 22 by the Pittsburgh City Council. The U.S. Justice Department is investigating a class-action suit that alleges a pattern of police misconduct and complaints of civil rights violations.



## Southeast

**ALABAMA** — A \$216,000 settlement of a sexual discrimination lawsuit will be shared by five Dothan women who claim they were passed over for promotion at the Houston County Sheriff's Department. The women said that in some cases the promotions were then given to less qualified male employees.

**ARKANSAS** — A group known as the American Federation of Police and Concerned Citizens Inc. agreed on Oct. 17 to repay a total of \$21,500 and more accurately describe its solicitation efforts. Attorney General Winston Bryant said the group, which solicited money by mail, had led consumers to believe their donations were going to aid widows and orphans of slain police officers in their local area.

The Hot Springs Police Department held an open house Oct. 20 to show off its new station. Voters approved a 15-month, half-cent sales tax in 1994 to fund construction of the two-story building. More than \$4.5 million in tax receipts, interest and donations were received.

The Boy Scouts from the Quapaw Area Council will be helping police in Little Rock and Pulaski County fight crime by promoting neighborhood watch groups and developing local education programs outlining simple crime prevention techniques. In May, the Boy Scouts of America began a national crime prevention program, but waited until October — National Crime Prevention Month — to announce the program's start.

**FLORIDA** — Many Dade County police officers had their work week extended to six days in late October in a bid by Mayor Alex Penelas to crack down on crime. A 90-day assault on crime, which authorities termed "Safe Streets, Clean Sweep," was due to begin Nov. 15, at a cost of \$4 million in overtime.

A former New York City police officer who retired on a \$29,000 tax-free disability pension is now a police officer in Port St. Lucie, where he is apparently showing little signs of the dizziness and ear problems that led to his retirement. Officer Charles Lamm, 36, said he had to leave the NYPD because a 25-foot fall in 1983 while chasing a burglary suspect led to a disabling head injury. Lamm was once fired by the South Florida city — which he refers to as "Port St. Nowhere" — for delivering pizza boxes from his patrol car. He was reinstated after city officials decided the penalty was excessive.

**GEORGIA** — An accident investigation report released in October has blamed a woman killed in a crash with two Marietta police officers for causing the accident. Officers Mark Bishop and David Barnes were responding to a call for backup from another car that was following a stolen vehicle when the victim, Hu Chen, 30, tried to turn left in front of them, according to the Cobb County police traffic unit report. Chen was attempting to go north, requiring that she cross two southbound lanes and

a center turn lane. There was oncoming traffic from both southbound lanes, said the report.

The Forest Park Police Department's Chief of Detectives, Capt. Dale Moorefield, 47, died Oct. 20 from injuries received when his motorcycle collided with a van in the northern part of the state. Moorefield was leading a group of motorcyclists when the van turned onto his path at an intersection. He was a member of the Clayton County Sheriff's Department before joining the Forest Park police force in 1974.

A lawsuit filed against the city of Atlanta and the Atlanta Police Department, in which a 25-year-old woman claims she was repeatedly threatened and raped in 1993 by a moonlighting police officer who worked at her housing project, claims that police failed to punish officers who ignored her complaints against Sgt. Lary Hall. Police Chief Beverly Harward and other top police officials admitted in depositions that there was no interest in pursuing the rape allegations against Hall, who has since pleaded guilty and has been sentenced to 32 months in prison for conducting illegal searches and taking money from suspects. Before the scandal, however, the woman said she told police about Hall pressuring her for sex, and threatening her with the loss of her children if she did not comply. Jim White, a Florida State University associate professor and former police officer who is acting as an expert witness in the case, said officers took a year to prepare a report on the victim's complaint. Two of the officers central to the internal investigation of the case were promoted, according to documents, despite their handling of the complaint.

**LOUISIANA** — Police 911 dispatchers in New Orleans were overcome by fumes Oct. 26 from a chemical used to clean the carpets in their unventilated work area. Officials said no 911 calls were lost, although 13 dispatchers had to be treated at Tulane Medical Center for shortness of breath, dizziness, and nausea.

**SOUTH CAROLINA** — There were 89 bank holdups in the state through the first 10 months of this year, compared with 56 for all of last year, according to the South Carolina Bankers Association. A spokeswoman for the organization, Anne Gillespie, noted that the Christmas season, when there is always a rash of robberies, has yet to come.

Forty-one people were indicted on Oct. 23 in what authorities said is one of the state's largest drug busts. Law-enforcement officials seized \$1.5 million in cash, boats and weapons, as well as 22 pounds of cocaine. Authorities said those indicted were connected to drug rings operating in South Carolina, Florida, Texas and New York.

Columbia police officials on Oct. 25 released an internal affairs report on alleged police misconduct, two months after a state Supreme Court ruling refused to allow them to keep such reports confidential. The report details a Dec. 31, 1992, incident in which police chased four black youths, detaining one they believed was a drug dealer.

**VIRGINIA** — The unusually high

number of state troopers and special agents charged this year with crimes ranging from assault and battery of a prisoner to domestic assault is said to be causing concern for State Police Supt. M. Wayne Huggins, who said that while he believes it to be an aberration, it is still unacceptable. From Jan. 1 through mid-October, 12 officers had been accused of wrongdoing. Only one of the cases involved an officer who had less than five years on the job, said Huggins, who added that he and his staff have found no common denominators among the officers charged this year, aside from unrelated domestic assault cases.



**ILLINOIS** — After a reduction in crime, the rise of property values and an overall sense of renewal in Edgewater due in part to a successful community policing program, residents were shocked and dismayed in October by the arrest of two Nigerian women on suspicion of being part of an international heroin cartel. The two women had owned a local dress shop.

**INDIANA** — Marion police Sgt. Thomas Faulkner resigned in late October amid accusations of fondling a 17-year-old girl. The alleged Oct. 13 incident was under investigation by the Indiana State Police.

Federal agents have joined a local investigation of a cross-burning outside the mobile home of a black family near Kokomo. A note was left near the cross, warning James Johnson and his family that if they did not move, the next time "we'll do more than just burn a cross."

**KENTUCKY** — Free trigger locks are being made available throughout Jefferson County after the accidental shooting deaths of three children in six months.

**MICHIGAN** — A Nov. 20 job fair in Detroit tried to match ex-convicts with potential employers under the state Corrections Department's "A Fresh Start" program. The program will also provide help with résumés and interview skills, along with tax breaks for employers who hire ex-convicts.

**OHIO** — Seven suspects were arrested Oct. 25 by federal agents in Lincoln County after reports that Lincoln Heights police did little to ease local problems with marijuana and crack cocaine. A 31-count indictment charged the seven with conspiracy to distribute the drugs. U.S. Attorney Dale Ann Goldberg said local authorities were not involved in the sweep at the request of "frustrated citizens." But the village's acting manager, William Franklin, disputed the remark, saying that agents from the FBI and DEA had asked that local police "back off" so as "not to rock the boat" while the agents pursued those higher up in the drug-trafficking chain.

A 15-year-old female gang leader, Sbamika Jones, was indicted by a Hamilton County grand jury in October on charges of attempted murder, aggravated riot and complicity to rape in connection with the August torture of a fellow gang member. The 18-year-

old victim, who was allegedly forced to perform oral sex on 15 men, incurred Jones's wrath when she failed to win a fight the gang leader had ordered her to win. Jones and another woman, Bridget Housworth — who is facing similar charges — beat the woman with a board while a cement-filled bucket was dropped on the victim.

The state Department of Youth Services has pledged to provide \$6.5 million of the \$18 million needed to build a 125-bed juvenile-detention center in Lucas County. The county will have to come up with the rest.

**WISCONSIN** — Milwaukee police were hit with rocks and bottles in Oct. 22 as they tried to arrest a drug suspect. Six people were arrested.

A study prepared for the state's 11 Indian tribes in October shows no increase in crime since the opening of casinos on reservation lands. State Senator Fred Risser, who opposes gaming, said the report was invalid because it was financed by the tribes.



**IOWA** — State troopers in October found 23 kilograms of cocaine wrapped in Halloween paper hidden in the sides of Irene Beleckas's pickup truck after she was pulled over for speeding on Interstate 80. The cocaine was estimated to be worth \$2.3 million.

**MINNESOTA** — The state will get a total of \$33 million in Federal grants to hire new police officers. One-third of the money will go to 130 communities with populations of under 10,000, including many that report little or no violent crimes. Minneapolis and St. Paul will get a total of \$7.8 million.

The state's Republican Governor, Arne Carlson, and Democratic legislative leaders proposed similar anti-crime packages in October, including boot camps for juveniles, an anti-gang unit and street sweeps.

A state report released Oct. 28 has found that an increase in the number of students bringing weapons to school is largely to blame for the quintupling of students being expelled from the state's schools. Since 1991, 303 students have been thrown out.

**MISSOURI** — Federal agents from the Bureau of Alcohol, Tobacco and Firearms have joined the investigation into a fire that destroyed the tower-like entryway of the predominantly white New Bethel Community Church in Anderson in October. Fire Chief Shelby Turner said he does not believe race was the motive for the blaze. Signs of a liquid accelerant were found, he said.

**MONTANA** — Anti-government radical Gordon Sellner was convicted Sept. 13 of attempted murder in the shooting of Missoula County Sheriff's Deputy Bob Parcell in 1992, but was acquitted of criminal endangerment for firing three rounds from a high-powered rifle in the direction of deputies hiding in woods near Sellner's Swan Valley home

in 1995. Sellner, who has not paid taxes since 1972, claimed he was terrified that Parcell was an Internal Revenue Service hitman who had come to silence him for his anti-government activities. Parcell, however, had merely stopped Sellner because he was a witness to an earlier assault. Parcell was wearing a bulletproof vest, and thus the shot from Sellner's .41 magnum revolver did not penetrate his chest. After the shooting, a standoff between Sellner and the sheriff's office went on for three years until Sellner was shot in the neck.

**NEBRASKA** — Grand Island has been identified by the U.S. Attorney's Office as the source of a conspiracy to distribute methamphetamine throughout the state. Eight people were indicted in late October on Federal charges related to the sale of the drug.

Thirteen officers from police departments in Omaha and Boys Town, Neb., along with St. Paul, Minn.; Des Moines and Woodbine, Iowa, and Chelsea, Mich., were graduated in October from a 48-hour certified mounted officer training course.

No action will be taken against two Omaha police officers who arrested state parole officer Mel Washington in September following a scuffle. Police Chief Jim Skinner said an internal investigation has concluded that the officers acted appropriately. The scuffle began when officers Bradley Beyersdorf and Alvin Kessinger asked Washington to move his car. Washington got out of his vehicle and began

*This expanded edition of Around The Nation is continued on Page 4.*

## Law Enforcement News

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Gerald W. Lynch, President

**Marie Simonetti Rosen**  
Publisher

**Peter C. Dodenhoff**  
Editor/Associate Publisher

**Jacob R. Clark**  
Staff Writer

**Mary Mele**  
Subscriptions

**Terrence DeGrenier**  
Editorial Assistant

Correspondents: Hugh J.B. Cassidy,  
Jack Dowling, Tom Gitchoff, T.L.  
Tyler, Ron Van Raelte.

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# Around the Nation

walking toward the police station. He was arrested on suspicion of obstructing police, obstructing traffic and resisting arrest.

Some 700 sample prayer cards were distributed in October to Omaha churches and synagogues by the city's police and fire officials, asking residents to pray for them. The move was prompted by recent police and firefighter deaths.

**NORTH DAKOTA** — An investigator from State's Attorney John Goff's office is going to be loaned to work with local police officers in the Cass County area on an anti-gang task force. Goff said in October that he believes the area is going to see an increase in gangs.

**WYOMING** — The state is examining several options now that the Wyoming State Penitentiary has reached its capacity, said Judy Uphoff, head of the state Corrections Department. Some inmates may be moved to other states.

The conviction of Rodney Gundersen, the first man in Fremont County to be sentenced to life in prison for being an habitual criminal, will stand, after the state Supreme Court rejected Gundersen's claim that two of his four convictions were out-of-state.



**ARIZONA** — Three members of the Viper Militia group, Walter Sanville, Christopher Floyd, and Donna Williams, pleaded not guilty Oct. 16 to charges of making and possessing unregistered explosives. Charges of conspiring against the government were dropped after prosecutors determined there was no such plot.

Four of six Federal prisoners who escaped in October from the Central Arizona Detention Center, a private prison in Florence, were recaptured a day later. The prisoners, who include three murderers, were from Alaska. They cut through three fences and fled into the desert.

The same day that a police officer was sentenced to three years' probation for molesting a 15-year-old girl while on duty, the Tucson City Council voted Oct. 21 to create a new citizens' committee that will review complaints of police misconduct. The panel will have no power to conduct investigations or subpoena witnesses. Council members said they want the panel to be an amalgam of two different types of committees used in other cities. Under one system, alleged misconduct is investigated by police and the review committee makes recommendations to the police chief, but has no authority to conduct independent investigations. The other approach involves hiring an independent auditor to take part in the investigations.

**COLORADO** — In October, Kathleen Apodaca became the first female road deputy in the 100-year history of the Las Animas County Sheriff's Department. Apodaca joined the department in 1995 as a detention officer.

A report released Oct. 16 concluded that the Littleton Police Department engaged in a pattern of discrimination against female officers, including lost promotions and special assignments; retaliation for complaints; and female officers being told not to communicate with each during breaks or call on each other for back-up. The report by independent attorney John DiFalco notes that female officers with less than five years experience reported no concerns about sexual discrimination. Most of the department's seven female officers have less than five years on the job.

A robbery suspect dressed in a supermarket uniform was shot dead by Lakewood police Oct. 16 after spraying a chemical substance into an officer's face during his attempted getaway. The officers encountered the suspect as they were responding to a 911 call. The fatal shooting was the fourth one involving a Lakewood officer in the past two years. Prior to that, there had been only one in the 27-year history of the department.

**OKLAHOMA** — A Canadian truck driver, Richard Aupin, told Federal agents in October that he feared his family would be killed if he revealed the source of the 500 pounds of cocaine that was discovered in a hidden compartment in his rig.

Jury selection began Oct. 21 in the trial of suspended Ottawa County Sheriff Ed Walker, who faces gambling and extortion charges that could bring him up to 20 years in prison and a \$250,000 fine.

Applications for concealed-handgun permits have been running below expectations since the gun law took effect 10 months ago. Out of 15,617 requests, 14,000 have been issued.

**TEXAS** — Officials said Oct. 30 that the number of juveniles in the state's youth facilities is expected to increase by 73 percent by 2002 because of stricter sentences and tougher probation rules.

A Federally-funded research study on the factors that prompt police to use force while making arrests was conducted in Dallas in early October, with other replication studies planned for Charlotte, N.C., Colorado Springs, Colo., St. Petersburg, Fla., and San Diego. Researchers from the Joint Centers for Justice Studies Inc., in Shepardstown, W.Va., interviewed suspects and had officers fill out short questionnaires about each arrest as part of the routine paperwork they do following an incident. A similar study done in Phoenix in 1994 found that force was more likely when bystanders were present, when both the officer and the suspect were male, and when the suspect was violent. [See LEN, Sept. 15, 1996.]

A Federal jury convicted drug kingpin Juan Garcia Abrego in Houston on Oct. 16 on charges that he masterminded the transportation of tons of cocaine into the United States from Mexico. Prosecutors said Garcia Abrego, who faces life in prison, was making \$2 billion a year before his capture by Mexican agents in January. After he was arrested in Mexico, Garcia Abrego was flown to Houston where he waived his right to an attorney and

incriminated himself to U.S. drug-enforcement agents. Seizures of his property, said prosecutors, could yield \$1 billion.

Unless changes are made in the state's mandatory-release law, prison officials will be forced to release as many as 60 convicted child molesters before the completion of their prison terms.

The Department of Public Safety reported in October that 100,000 Texans have been licensed to carry concealed weapons since the law was changed in 1995. Only 1,015 have been denied licenses.

Marijuana is becoming the main problem drug for youth, a report on substance abuse trends showed in October. Illicit drug use is up overall, the report said.

United States Attorney Bill Blagg asked in October that a 500-acre Las Moras ranch owned by indicted drug dealers be forfeited to the Federal Government. The ranch, he said, is still being used to smuggle drugs.

**UTAH** — Pressed by a 1991 court order to avoid overloading its downtown jail, the Salt Lake County Commission has ordered that an interlocal agreement be drawn up with Utah County in the hopes of sending 100 felons to a new facility being built there.



**ALASKA** — Nine game enforcement officers are using a boat, a helicopter, and a float plane to patrol for violations in the Kodiak area, where common problems include wanton waste and the transfer of antlers before all the meat is packed out.

**CALIFORNIA** — Seventy-three Huey helicopters and four transport planes will be donated by the United States to the Mexican military to transport elite troops intercepting drug shipments. The \$50-million donation marks the first time the U.S. has made such a grant to the military; other donations of helicopters were made to Mexican police units. Some of the helicopters will be deployed along the 2,000-mile long Mexican border.

The family of a Rowlands Heights man who was shot to death by an inebriated, off-duty, sheriff's deputy in 1994 was awarded \$750,000 by a Federal jury Oct. 17. The deputy, Thomas Kirsh, was never charged with the shooting of John Huffman, a car salesman, during a scuffle in a bar. Kirsh, a 24-year veteran, had a blood-alcohol level of 0.21, more than double the legal limit. Huffman, whose blood-alcohol level was only slightly lower, also had a trace of cocaine in his system.

Curtis Hemphill, accused of kidnapping his estranged wife and shooting her boyfriend, an off-duty Los Angeles police officer, was the focus of an all-out search after he fled following the Oct. 27 incident. The officer, Vernon Ward, 31, was listed in extremely criti-

cal condition on life support after sustaining a gunshot wound to the front of the head. After Hemphill shot Ward, he kidnapped his wife, Keri, and drove her to March Air Force Base. She was shot in the hand before being rescued by Riverside County sheriff's deputies.

A paroled sex offender, Randall Lee Wickham, 44, led Los Angeles police on a 100-mph chase Oct. 28 before a crash resulted in his arrest in Pasadena, said investigators. Wickham apparently attempted suicide by slashing his wrists during the televised pursuit. He had been paroled earlier this year after serving a prison term for indecent exposure. Police had been seeking him since Oct. 15 when he allegedly failed to report to his parole officer. That same day, police received a call about a man, believed to be Wickham, masturbating in his car outside a Redondo Beach elementary school. The following day, another complaint was filed about a man exposing himself to five female students at a Santa Monica elementary school, and a second arrest warrant was issued for Wickham. Police caught up with him when a car rental agency said Wickham failed to return a vehicle. The car was spotted by Long Beach police officers.

A Federal civil jury concluded Oct. 28 that Inglewood police officers used excessive force when they took longtime gang member Eddie Joe Hewitt into custody in 1989. Hewitt, who pleaded guilty to manslaughter in connection with a double homicide and is now in prison, was awarded \$10,000 in general damages. Before additional punitive damages could be considered, the City of Inglewood agreed to settle the case for a total of \$105,000. The case caused a bitter dispute between the Inglewood and Los Angeles departments, both of which said the other's officers pulled Hewitt from his hiding place after a manhunt, and caused injuries that included gashes to the head, bruises, and dog bites. One of the most disturbing allegations leveled at the Inglewood department by both the 32-year-old Hewitt and Los Angeles police was that Inglewood officers tried to cover up the incident because it was witnessed by a captain, and that the captain's wife was among the officers delivering the blows.

A Federal appellate court on Oct. 28 upheld a 1993 judgment against Santa Monica Police Officer Skystone-Egale Lambert for violating the Fourth Amendment rights of two black men he arrested at gunpoint because they resembled two armed-robbery suspects. The two men, George Washington, a photographer for Sports Illustrated, and Darryl Hicks, a computer programmer, were in the city on vacation from New York when they were followed by Lambert to their hotel, where he and other officers called in as back-up ordered them out of their rental car and handcuffed them. They were released once it was determined that their rental car was not stolen. U.S. Circuit Court Judge Stephen Reinhardt, who wrote the opinion for the Ninth Circuit Court of Appeals, asserted that the arrest went to the heart of long-standing complaints that African-Americans are stopped routinely by police because of their race.

California Highway Patrol officials cannot say whether more drivers are

hurtling down the state's freeways at speeds topping 100 miles per hour or more are just getting caught. Through mid-October, CHP troopers had given out 4,301 tickets, putting the total on a pace that could surpass the state's highest number of tickets for the offense, 5,290 handed out in 1992. While representing only a fraction of the 636,000 speeders ticketed each year in the state, those in the 100-mph club are considered the most dangerous and are punished accordingly: a \$1,300 ticket and a 30-day license suspension.

A secret investigation by the Los Angeles Police Department has concluded that allegations of police misconduct made by retired Det. Mark Fuhrman on a tape recorded by an aspiring screenwriter were either exaggerations or lies. Fuhrman, whose stories of torturing, beating, and framing suspects rocked the O.J. Simpson criminal trial, pleaded no-contest to perjury charges stemming from his testimony. The internal report, which cost more than \$400,000 and involved 224 interviews and more than a quarter-million documents, has been formally requested by the U.S. Justice Department. The department's civilian Board of Police Commissioners, however, said the report is so poorly reasoned and incomplete that it may encourage the Federal agency to step up its own ongoing inquiry into the department's operations.

San Francisco police will begin handing out \$55 citations during the city's Friday Night Skate, which has grown to include as many as 600 skaters since it began in 1989. Police say the event has become a giant headache for pedestrians and motorists.

**HAWAII** — Prompted by the robbery of three Japanese golfers on Oct. 15 at a Honolulu country club, Japan's consul general met recently with police officials to discuss ways to protect tourists.

**NEVADA** — The City of Las Vegas may pull out of the Metropolitan Police Department if legislative efforts fail to correct a tax inequity between the city and Clark County, said Mayor Jan Jones. There are already enough votes on the City Council, said Jones, to break away from the consolidated department.

Clark County Deputy District Attorney Steve Hill entered a drug rehabilitation center and plans to resign after being caught with cocaine in his car's ashtray in October. Earlier, Hill was stopped with a known prostitute, police said. Neither was arrested.

**OREGON** — Nathan Milligan, 18, was shot to death Oct. 21 by Federal agents when he arrived to pick up ransom money as part of an extortion threat to blow up the Bonneville Dam, said authorities. Milligan was armed with a rifle and what he said was a detonator, but there was no bomb.

Manon County jail officials on Oct. 21 freed 22 low-risk inmates before their sentences were up to ease overcrowding. Most were jailed for probation violations, or drug or driving offenses.

A world of policing at your fingertips — in the pages of Law Enforcement News.



# 'AMW' packs a wallop in return to the air

Responding to a public outcry, officials at the Fox Television Network have decided to air a revamped version of "America's Most Wanted," the show that is credited with aiding in the capture of hundreds of fugitives since it began eight years ago.

And, as fate would have it, the program's revival on Nov. 9 went off with a bang. Within a half-hour of its return to the airwaves, a call from a viewer led to the capture of a triple-murder suspect.

In May, the network had announced that the crime-fighting program hosted by John Walsh, whose 6-year-old son, Adam, was abducted and murdered in Florida in 1981, would not appear on the network's fall schedule and its staff of 50 would be laid off. The announcement sparked an outburst of support by fans, including a number of law enforcement officials and organizations, who wrote to Fox executives to extol the program's commitment to public service [LEN, June 15, 1996].

Since it went on the air in February 1988, the show has helped authorities capture more than 430 fugitives, including 11 who were on the FBI's Most Wanted list.

The revised show has been renamed "The New America's Most Wanted: America Fights Back," with Walsh still serving as host. Viewers will notice some changes, however. Each week, the program will go after a "Public Enemy

No. 1" — the nation's most dangerous fugitive — and will launch a continuous manhunt until the criminal is caught and put behind bars.

Other changes, according to a statement from the network, will include a "Street Smart" segment that will provide crime-prevention tips to viewers, and a "Fighting Back" segment, in which citizens "who've turned tragedy to triumph" will be profiled.

To fight what Walsh calls America's "criminal injustice system," the pro-

gram will also examine laws that it contends harms victims and will highlight "the cause of lawmakers fighting to protect victims' rights," the statement added.

The program's electronic dragnet has been upgraded, which will allow the show to go beyond its traditional "call to action" on fugitives by allowing viewers to become armchair detectives and piece together clues of unsolved crimes.

The show will continue to feature

reenactments of crimes, based on police reports, eyewitness accounts and court testimony. It will also present news of recent captures, convictions, cases involving missing children — the program is credited with locating 20 so far — as well as reports about the criminal justice system.

It was a reenactment on the revised show's premiere that led to the arrest of Alan White, a triple-murder suspect who was captured by police in Boston after a viewer recognized him as a resi-

dent of a local homeless shelter. White was wanted for the murder in July of an 81-year-old woman, her daughter and her great-grandson in Salina, Kan.

Walsh said the program will speak to viewers who are fed up with crime, lenient judges and easy parole, to provide a vehicle for Americans who want to "fight back."

"We're going to be a lot tougher this time around," Walsh said. "Fox has said, 'Take the gloves off,' and that's what we're going to do."

## Walchak's IACP legacy:

# 'Summit' report looks at youth crime

In the face of rising rates of juvenile violence, local law enforcement agencies nationwide would do well to form partnerships with their governments, private citizens and businesses and convene "summits" to discuss goals and strategies to deal with the burgeoning problem, according to a new report by the International Association of Chiefs of Police.

"Youth Violence in America: Recommendations from the IACP Summit" was based on ideas offered during a two-day meeting convened last April by the IACP, at which more than 80 participants, including doctors, teachers, law enforcement officials and attorneys, examined critical questions about youth violence.

The report predicts that despite the current drop in overall crime nationwide, rates of serious crime and the use of deadly force by youthful offenders will increase greatly in coming years. "No other conclusion can be risked," the report asserts.

"America should expect an ever-increasing frequency of juvenile crime, much of it violent, and much of it, perhaps, more deadly than at present," the report stated, citing loss of community, decline in morals, ethics and civility, family breakdown, growing fear of victimization, hopelessness among youth, absence of swift and sure justice and the proliferation of guns and drugs as factors contributing to the increase.

"Law enforcement must play a leadership role in this effort but will not be able to respond effectively to the problem alone."

Police Chief David Walchak of Concord, N.H., had made the youth violence summit a centerpiece of his one-year term as IACP president, which ended in late October [LEN, Nov. 15, 1995]. He said the gloomy assessment about youth crime, which has been long-predicted by the nation's leading criminologists and sociologists, did not dissuade summit participants from taking a hard look at the problem.

Participants "did not fall prey to cynical rhetoric about the growth of youth violence and the inability of U.S. citizens to respond," Walchak said. "Rather, they set forth an aggressive, yet optimistic, set of strategies."

The summit participants mapped out a primary role for law enforcement in combating youth crime, Walchak noted. "What this means is that law enforcement must play a leadership role in this effort but will not be able to respond effectively to the problem alone. The complexities associated will require a balanced, comprehensive approach that

requires community-wide involvement."

The report's recommendations for strategies to fight the problem focused on 10 major policy areas, including "strengthening the family, mobilizing the schools, repositioning law enforcement, recapturing the schools, treating youth violence as an epidemic, strengthening the delivery of justice and multi-agency partnerships, intensifying public education, replicating programs that work, and improving information-sharing."

To "reposition law enforcement," the report recommended:

- ¶ Augmenting or reprioritizing resources to increase the number of youth service, school resource, Drug Abuse Resistance Education, and Gang Resistance Education and Training programs;

- ¶ Increasing Federal support to police agencies for youth violence-reduction programs and technology;

- ¶ Increasing the number of trained and equipped community policing of-

ficers;

- ¶ Expanding the role of school resource officers to enhance the level and range of non-traditional in-school services;

- ¶ Promoting aggressive investigation of all violent crimes and arrest and detention of violent youthful offenders;

- ¶ Recognizing and rewarding non-traditional police performance to balance officer perceptions on the importance of youth violence prevention and enforcement activities;

- ¶ Expanding and updating training for school resource and youth officers to reflect contemporary issues, current needs and to teach anger/violence-reduction techniques;

- ¶ Retraining police officers to approach potentially violent confrontations with youth more effectively;

- ¶ Creating resource manuals that reference community/government youth programs to support community policing officers;

- ¶ Augmenting police technology, including PCs, laptops, crime-analysis software and gun-tracing centers, to enable police to anticipate and interdict youth violence;

- ¶ Conducting research to continue to identify and evaluate police programs for youth that are effective.

[For a full copy of the report, contact John R. Firman, IACP Research Coordinator, at 1-800-THE-ICAP.]

## High-tech lab opens in Illinois

Crime-fighting efforts in northern Illinois recently got a major boost with the opening of the Illinois State Police Forensic Science Center, a \$30-million facility with high-tech equipment that uses lasers to lift fingerprints, separate DNA from postage stamps and send digitized images of bullets around the world.

The 85,000-square-foot facility replaced an antiquated facility on the fifth floor of Chicago Police Headquarters that opened in 1938. It joins seven other state-operated crime labs in Illinois and will cost about \$18 million and employ about 200 people.

The new lab can handle up to 75,000 cases a year, mostly from Chicago and other Cook County police agencies. While the facility opened officially in October, it has been handling about 1,400 cases a week since July.

At dedication ceremonies on Oct. 7, Gov. Jim Edgar said the facility an "important new asset and resource in our fight against crime in Illinois.... This lab will give us state-of-the-art here in Cook County. It will allow us to speed up the processing of evidence, and it will allow police to work through a backlog that has developed over the years."

Ironically, a power outage darkened the facility for a few moments during Edgar's remarks. "So much for new technology," the Governor quipped.

# Slow down, you're movin' too fast: Highway traffic deaths creep upward

Has the death of the Federal speed limit contributed to a rise in highway traffic fatalities? Perhaps, although it may be too soon to make the conclusion, according to officials of the American Automobile Association and the National Highway Traffic Safety Administration.

A survey by The Associated Press recently found that since the Federal Government permitted states to raise highway speed limits late last year, traffic deaths have risen in at least eight of the states that raised speed limits from the former nationwide cap of 55 mph and 65 mph on rural Interstates.

Highway death rates have increased in Alabama, California, Missouri, Nevada, Oklahoma, Pennsylvania, South Dakota and Texas, where traffic deaths jumped 17 percent — or an average of 40 more per month — since the state began raising highway speed limits last

Officials hint at end of speed limit as a factor in rising death toll, but say more data analysis is needed.

Dec. 8. If the trend continues, 3,600 will be killed in auto accidents this year in Texas, making the death toll the highest since 1985.

In Oklahoma, speed is said to have been a factor in 30 percent to 33 percent of traffic deaths last year, up from 20 percent before the end of the Federal speed limit. Still, officials aren't ready to blame rising highway speeds for the jump, saying more time is

needed to analyze the data.

Adding to the cause-and-effect confusion is the finding that fewer highway fatalities have been recorded in some states that raised speed limits, including Florida, Massachusetts, Montana and Utah.

As of Sept. 30, Montana counted 152 traffic fatalities, down from 165 for the same period in 1995. With the end of the Federal cap, the state reverted to its "reasonable and prudent" daytime speed limit. For about 85 percent of the state's drivers, average speeds reach about 75 mph on interstates and 65 mph on two-lane highways, said NHTSA administrator Al Goke. The other 15 percent often drive at speeds of up to 100 mph, he told The AP.

The National Safety Council recently suggested that intoxicated drivers were to blame for the increase in highway deaths. The council reported

Oct. 9 that traffic deaths rose 2.8 percent, to 43,900, in 1995 — the third consecutive year that traffic fatalities have increased after reaching an all-time low of 40,982 in 1992. The worst year was 1972, when 56,278 fatalities were recorded, according to the council.

Alcohol-related fatalities rose to 17,274 in 1995 from 16,589 in 1994, according to the NSC. The worst-ever year was 1986 when 24,045 alcohol-related highway deaths occurred. "We are seeing, for the first time, a remarkable reversal of the progress since the 1980s," said Jerry Scannell, the council's president.

The council did not try to gauge the effect of higher speed limits on the traffic fatality rate, but it maintains that the risk of fatal injury roughly doubles for each 10 miles per hour of additional speed over 50 mph.



## Rear guard

If you happen to be in Wheat Ridge, Colo., in the next few months, you might notice that unusual numbers of the town's senior citizens are sporting fanny packs. It's no fashion trend. Rather, it's an anti-crime measure initiated by Det. David Goracke to reduce a spate of purse-snatching among the elderly.

Over 500 of the zippered pouches, which are attached to a belt that buckles securely around the waist, were to be distributed last month to elderly residents in the town of 36,000, located just to the northwest of Denver.

Goracke, who estimated that about 50 percent of Wheat Ridge residents are over the age of 60, said seniors have become favored targets of thieves and purse-snatchers. "They'll leave their purses in shopping carts and then they'll walk down the aisle. These people just stalk them, and when they turn their backs, they take their wallets or purses. So we want to get them to wear them, and keep them on them at all times," he told Law Enforcement News last month.

A 16-year veteran assigned to the agency's crimes against persons unit, Goracke said he received a \$2,000 grant from the Colorado Consortium for Community Policing to purchase the accessories. The American Association of Retired Persons has told Goracke it will make a donation to support the effort. Bijoux Manufacturing, a New York City-based firm that makes the pouches, gave him a discount on bulk shipments, he added.

The fanny packs were to be distributed to people age 60 or older Nov. 18 at the Wheat Ridge Senior Center, where Goracke planned to give a crime-prevention presentation warning seniors of the dangers of carrying a purse and give tips on how to secure their money when walking outside or shopping.

Karen Ruiz, director of the center, told LEN that several clients have had their purses stolen while shopping or walking along the street. "I think it's a great idea," she said. "And it will benefit their health because they won't have to carry heavy purses on their shoulders."

Goracke said he came up with the fanny-pack idea after he became frustrated with the results of a stratagem in which decoy cops tried to foil thieves who targeted seniors. "Of course, nobody ever hit our decoys," he said.

Police departments from as far away as Florida have inquired about his brainchild, he added.

## 40 is enough

Arlington County, Va., Police Chief William K. "Smokey" Stover, whose blunt-talking style over four decades with the agency earned him legendary status among colleagues, has announced plans to retire in January.

Stover, 66, who celebrated his 40th year with the agency in September, said he is getting too old to run the 330-officer agency that has been under his

leadership since 1978. "I am frankly getting very old, and I've been here for a long time," he said on Oct. 21. "If I want to do more things, this is the time to do it."

Stover was assigned as a beat officer when he joined the department in 1956. He became a vice squad detective, then was promoted to lieutenant in the internal affairs division, and ultimately, to deputy chief in charge of operations.

In 1988, the agency's homicide squad developed the case against serial killer Timothy Spencer, who became the first murderer to be convicted on the basis of DNA evidence.

Stover has employed a unique style, exemplified by his straightforwardness. When asked once why he wore a business suit instead of a uniform, he replied, "You know I've got the authority. [Officers] know I've got the authority. Why do I need a uniform?"

In April 1990, the NAACP objected when Arlington County officers photographed black men during a murder investigation. Stover forcefully defended the action, saying that leads pointed to a black suspect. "If I have leads that a white person has committed a crime, I don't target Asians, blacks or Hispanics," he said. "If I'm going to an orchard to pick apples, I don't go to an orange orchard. How in the world can anyone read racial overtones into that?"

## Hill topper

Capt. William J. Hill, a 28-year veteran of the Camden, N.J., Police Department, was named acting chief of the agency Oct. 15, the second official to be appointed to the job on an interim basis since former Chief George "Bob" Pugh retired after leading the force for eight years.

Hill, will take the reins from Capt. Albert Handy Sr., who had been running the 340-officer department since Pugh's retirement on Oct. 1. Mayor Arnold W. Webster chose Hill over nine other captains, including Handy and Capt. Edwin Figueroa, both of whom were considered favorites for the job because of their close ties to Pugh.

The appointment gives Hill, 47, a foot in the door toward becoming Pugh's permanent successor. The provisional appointment hinges on how well he does on a state-mandated Civil Service exam that will be administered within the next nine months. The other candidates are also eligible to take the test.

But Webster said he was confident Hill would do well on the examination, noting that he had achieved top scores consistently on Civil Service tests and is the No. 1-ranked captain and deputy chief candidate. "It is without reservation that we have selected [a man] who possess the character, ability and intelligence to lead this department. With the record that he has set so far, there's little doubt in my mind that he will not fall within the top three, if not the top," Webster said.

Hill characterized himself as a leader who would be "fair to everyone" while trying to fight the city's high crime rate, improve morale and manage the agency's limited resources. Although Hill has his critics, he enjoys support among elected and civic offi-

## Wading is the hardest part

### One deputy rescues another in flood

Hurricane Fran drenched North Carolina in early September, causing millions of dollars in property damage, but the storm made a hero out of a Wake County deputy sheriff who saved the life of a fellow officer trapped in her car in rapidly rising flood waters.

Sheriff John Baker honored Deputy Larry Hancock, 40, with a special commendation for heroism Oct. 11 for his rescue of Deputy Charlane Hackett. Hancock waded through chest-deep floodwaters to respond to a distress call radioed by Hackett during the height of the massive storm on Sept. 6.

"What Hancock did was very special," Baker said. "He risked his life to come to the rescue of a fellow officer. I feel that the citizens of Wake County need to say thank-you to these officers for the outstanding work they did during Fran, the professionalism they showed in dealing with this."

Hancock was 10 miles away when he received the call from Hackett, who said she was trapped in her patrol car and could not

swim. The first time she called, the water was around her ankles; the second time she called, the water had risen to the car seat and threatened to swamp the vehicle.

"I could hear the stress in her

**"Law enforcement officers can hear the stress in another officer's voice," said the deputy of his heroic rescue effort.**

voice," Hancock told The Raleigh News and Observer. "Law enforcement officers can hear the stress in another officer's voice."

Hancock battled high winds, downed power lines and falling trees in his high-speed race to save Hackett. Some Raleigh firefighters were at the scene, and Hancock asked them what they were going to do to help the trapped deputy. "They said, 'There is nothing we can do.' I'm very surprised something wasn't

attempted," he said.

The deputy, who is a member of the sheriff's boat rescue team, put on a life jacket and waded more than 150 yards through strong currents to reach Hackett, who knelt on her car seat and held a flashlight out the window to guide him. "Let's just say I prayed a lot, asking the Lord to send somebody to get me out of that car," said Hackett of her 30-minute ordeal.

By the time Hancock reached her, water was up to the dashboard, forcing her to sit on an opened window. "She was petrified. All she was doing was holding on, bracing herself in the window," Hancock recalled.

Hackett wasn't the only one who was scared, Hancock said. "I do deep-water diving and have been around wrecks when sharks were swimming around me," he observed. "That doesn't faze me. This scared me."

Hackett donned a life jacket and the two deputies clung together as they waded back to dry land. "The Lord and Hancock pulled me out of there," said Hackett.

cials, citizens and the rank and file. "It is a comforting feeling to know that the support is so broad-based in this community," Webster said.

Lieut. Mike Kanter, vice president of the Camden Police Supervisors Organization, told The Philadelphia Inquirer that his group would back Hill. "He's the top candidate. He's shown that he's more than qualified over the years. We may not agree with him all of the time, but we plan to work along with the chief."

## A new challenge

A 23-year veteran of the Scottsdale, Ariz., Police Department who says he's done "just about every assignment possible in a police agency" will soon get a chance to tackle the one job he has yet to do — running a police agency — following his selection as the new chief in Fort Collins, Colo.

Capt. Dennis Harrison, 42, will begin his duties Jan. 1. He succeeds Frederick Rainguet, who retired in July after serving as chief since 1991. Deputy Chief Bud Reed has served as acting chief in the interim.

In an interview with Law Enforcement News, Harrison reflected on what he said has been a wide-ranging career with the Scottsdale P.D., serving in its patrol and investigations units, as press and community affairs officer, and as the SWAT commander.

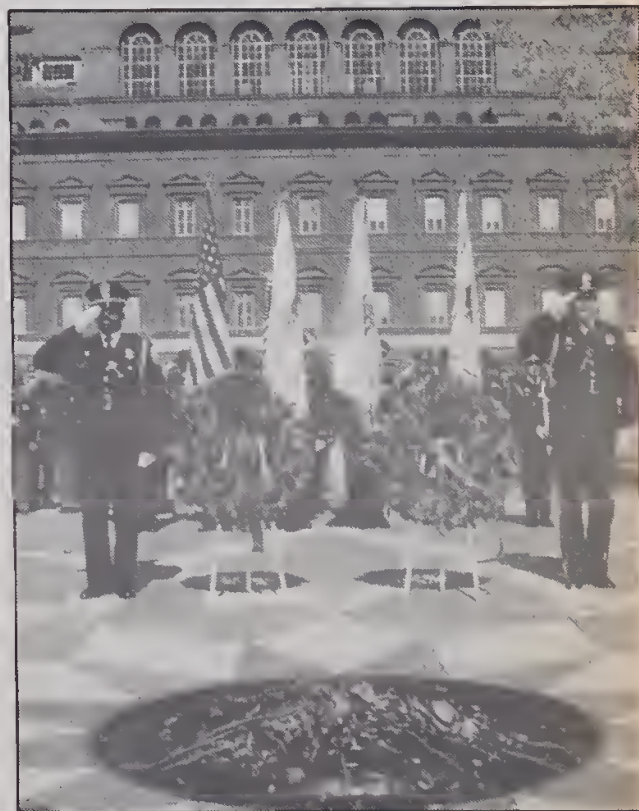
He praised the narcotics unit he once headed, noting that about 80 percent of the officers who worked under him are now supervisors themselves. "The biggest success is watching how those we dealt with at the officer level are now sergeants and lieutenants in the specialty units," he said.

Harrison said the 130-officer Fort

Collins Police Department, which provides services for 103,500 residents in a city about 60 miles north of Denver, is in good shape and he doesn't foresee having to make any major changes. "There's nothing there that's crying out for immediate change," he said. "It's had leadership over the years, and it's got quality people who understand policing in Fort Collins. They're leading

the agency in the proper direction and I'm impressed by that."

Harrison said his participatory management style will fit in well in Fort Collins. "It's a very professional organization that believes in trying new things, introspectively looking at the department and figuring out new directions and new ways of providing service to the citizens," he noted.



## The circle is unbroken

Officers of the U.S. Park Police serve as the honor guard Oct. 15 at the fifth annual wreath-laying ceremony at the National Law Enforcement Officers Memorial in Washington, D.C.



# Finding heroes among the wreckage

## Five are hailed for actions in Oklahoma City bombing aftermath

Many heroes emerged from the wreckage of the Alfred P. Murrah Federal Building bombing on April 19, 1995, that destroyed the structure, killing 167 people and injuring 675 more. The herculean efforts of five of them to prevent further loss of life without regard for their own safety were recognized recently by Parade magazine and the International Association of Chiefs of Police, which named them Police Officers of the Year.

This year's honorees, who were formally presented with the awards at the IACP's annual meeting in Phoenix in October, include: Midwest City police Cpl. Regina Bonny, 36; Drug Enforcement Administration Special Agent David Schickendanz, 46, and three members of the Oklahoma City Police Department, Det. Sgt. Robert Campbell, 39; Sgt. Rod Hill, 46; and Officer Jim Ramsey, 27.

It was the first time that joint awards have been bestowed since 1981, when four Secret Service agents were honored for saving the life of former President Ronald Reagan during an assassination attempt.

Bonny, an undercover narcotics officer, was in the doomed building that day because she had been assigned to work with the DEA on a case. She was with three female DEA agents gathered around Carrie Lenz, who was five months pregnant, looking at ultrasound images of Lenz's baby. The bomb exploded as Bonny walked down the hall to her office. Bonny was knocked unconscious by the blast, but when she came to, she took action that saved the lives of several others trapped in the rubble.

Although suffering from serious injuries that left her with irreparable nerve damage, a brain injury and hand and shoulder wounds, Bonny pulled Vernon Buster, an inspector with the Bureau of Alcohol, Tobacco and Firearms, from debris and removed a piece of metal from his arm. Then she went to the aid of Jim Staggs, also an ATF inspector, who was bleeding from a head wound. She tore off Staggs' shirt and wrapped it around his head to stop the flow of blood. As dust and smoke began to swirl around them, Bonny, who is 5 feet, 4 inches tall,

guided Buster and dragged Staggs, who weighed 205 pounds, over a pile of concrete and to a staircase.

But Bonny didn't stop once she reached the street. She went back into the crumbling structure to search for her colleagues. But all she found was a gaping chasm where nine floors of the building, including the DEA office, used to be. She continued her fruitless search, and learned a few days later that everyone with her when the blast occurred had perished.

Schickendanz was in an elevator with ATF supervisor Alex

hearing loss.

Hill was among several Oklahoma City police officers who rushed to the scene following the blast. He was trying to rescue survivors when firefighters warned of the possibility of another explosion. Hill was about to flee with other rescuers when he saw two women on the seventh floor of the building. "Don't leave us!" they pleaded. Hill decided to return to try to rescue the women, and was followed by Sgt. Campbell and Det. Sgt. Ramsey.

Hill reached the seventh floor, crawled through a blown-out window and came upon a 15-foot-wide pit. He could hear one of the two women, Rhonda Griffin, 44, trying to persuade her friend Glenda Riley, 50, to jump from the window. Before either could jump, Hill yelled out that he was there. "I'll get you out!" he shouted.

Hill pulled himself up onto a window frame, then moved carefully over two blown-out windows to get closer to the women. He hoisted Griffin onto a window frame, as Campbell and Ramsey threw a piece of metal over a narrow strip of floor to give the women an extra foothold. Using the metal plate to regain his own footing, Campbell grabbed Griffin from the window frame and pulled her across as Hill and Ramsey returned to rescue Riley.

Ten other law enforcement officers earned honorable mentions from IACP and Parade. They include: Sgt. Maj. Al Campbell, 54, Anoka, Minn., Police Department; Det. Linda Erwin, 50, Dallas Police Department; Officer Edron Lonaberger Jr., University of Maryland at Baltimore Police Department; Special Agents Larry D. Salmon, 40, and Christopher W. Reilly, 49, both of the U.S. Department of State Diplomatic Security Service.

Also: Trooper Kenneth D. Mullen, 32, Illinois State Police; Officer Andrew M. Margiotta, 33, Henrico County, Va., Division of Police; Trooper Lee A. Sredniawa, 25, Ohio State Highway Patrol; Officer Mell Taylor, 32, Spokane, Wash., Police Department; and Sgt. Mark A. Wynn, 41, Metropolitan Nashville, Tenn., Police Department.

## For only the first time in 15 years, IACP & Parade magazine bestow group honors for Officer of the Year.

McCauley when the blast's shock wave jolted it loose and sent it hurtling six floors down. Once the elevator came to rest a few feet above the third floor, Schickendanz and McCauley used an emergency telephone and buzzer to summon help that never came.

The DEA agent used his body to wedge the door open so he and McCauley could scramble out and make their way to a third-floor exit door. Schickendanz returned to the building to launch a futile search for his DEA colleagues. He went on to set up a command post in his car, tried to comfort shell-shocked survivors, and fielded telephone calls. Later, he went to a local hospital to have smoke from the blast pumped from his lungs. The blast left the now-retired agent with permanent partial

*After the brawl was over. . .*

## Grand jury indicts 4 Indianapolis cops

A grand jury investigating an incident in which off-duty Indianapolis police officers allegedly harassed women and beat two men during a drunken celebration downtown indicted four of the officers on Oct. 18.

The Aug. 27 incident, which has become known locally as the "policemen's brawl," prompted the resignation of Police Chief Donald Christ, who had attended a minor-league baseball game with the group earlier that evening. Christ did not accompany officers to the bar they visited after the game, but said on Sept. 12 that he had to step down "in the best interest of the city."

Mayor Stephen Goldsmith reportedly urged Christ to stay on, but was forced to ask for the Chief's resignation when it was revealed that he attended another baseball game with some of the implicated officers two days after the incident.

As many as 17 officers, members of the emergency Mobile Field Force, were initially implicated in the attack, which was witnessed by as many as 50 witnesses, both black and white. Many of the witnesses said some of the officers involved were obviously drunk.

The indicted officers, all of whom are white, are: Officer Paul Tutsie, charged with battery, perjury, criminal mischief and disorderly conduct; Officer Jason Hansman, charged with pointing a firearm, disorderly conduct and battery; Officer Edward Brickley Jr., charged with disorderly conduct, battery and public intoxication, and Officer Gregory Gehring, who was charged with disorderly conduct and battery.

The grand jury also indicted Jeff Gordon, the black man who allegedly scuffled with and then was beaten by the officers, on charges of battery and disorderly conduct.

Marion County Prosecutor Scott Newman said Gordon was indicted because he continued to fight with officers after they ordered him to leave the scene. Officers also allegedly beat Richard Craig, a white friend of Gordon's who came to his aid as he was being pummeled by police.

Newman said he would ask the court to appoint a special prosecutor in the case of another officer who is married to a deputy prosecutor.

Acting Police Chief Robert Allen immediately suspended Tutsie and Hansman without pay, since the charges against them include felonies, and said he will press for them to be fired.

John Kautzman, an attorney for the local Fraternal Order of Police lodge, said the group was pleased that 13 officers were exonerated. "As to the four other police officers indicted," he said, "we are very disappointed. We still believe that they did not commit criminal misconduct on that evening."

Kautzman said FOP members also were "very, very disappointed that only one of the two civilians involved was indicted because we feel they were heavily involved." He added he does not believe the officers used sexual or racial epithets as they headed downtown, saying "we believe a situation developed that they were required to deal with in the best way they knew how."

Gordon, on the other, lashed out at the grand jury's action, particularly his

own indictment. "I'm not surprised that all 17 of the officers were not held accountable," he said. "But I'm very surprised that they see me as being a criminal in this case."

The incident, the latest of several this year in which Indianapolis police officers have been accused of criminal misconduct, prompted some minority leaders to charge that an entrenched "good old boy" network protects white officers from being held accountable for their actions. "The incident downtown is a manifestation of the serious lack of discipline and accountability in our police department," said Roderick

Bhannon, president of the NAACP's Indianapolis chapter.

In related developments, Mayor Goldsmith, himself a former Marion County prosecutor, has convened a panel of prominent citizens to recommend ways to improve the way the Police Department processes and reviews citizen complaints. The committee is also charged with lobbying police officials and members of the City-County Council to implement any recommendations they devise.

Goldsmith also invited Charleston, S.C., Police Chief Reuben Greenberg to come to Indianapolis to assess the

agency's internal disciplinary process. Greenberg, a nationally noted police official, "has a reputation for firm, but fair, discipline of officers, as well as strong support of officers in their duty to protect the community from law-breakers," Goldsmith said.

Prior to Greenberg's visit, Goldsmith added, the Police Executive Research Forum was expected to conduct an in-depth analysis of IPD regulations to assist Greenberg in his evaluation. "Our purpose in asking Chief Greenberg to undertake this review is to ensure that IPD has a fair and firm disciplinary process," the Mayor said.

## Predicting aggressive behavior in cops — a testing firm offers clues

A new study has found that officers who were said to have a history of aggressive interactions were risk-takers with relatively little concern for safety precautions.

Officers in an unidentified Midwest police department were given written tests developed by Hilson Research Inc., a Kew Gardens, N.Y., psychological testing firm, to predict aggressive behavior on the job, and later were rated by their supervisors in terms of history of aggressive interactions and overall job performance.

The study found that the tests correctly classified 77 percent of the officers with regard to their history of aggressive interactions and 79 percent with regard to their overall job performance, the company said.

The study also uncovered some per-

sonality traits linked to officers with a history of aggressive behavior on the job. Most of them admitted to having problems at work, including on-the-job reprimands and difficulty adjusting to changing work conditions. They also showed a tendency to become easily angered over minor incidents at work and admitted to having difficulty keeping their tempers in check.

The aggressive officers, as well as those whose job performances were classified by supervisors as "needing improvement," were more defensive in their responses on the tests than other officers. They also expressed the belief that life is generally unfair and justified the taking of risks or bending rules to "beat the system."

Vicki Favuzza, a spokeswoman for Hilson Research, said the study looked

at the effectiveness of two tests the firm has developed that can be used by police departments to identify undesirable behaviors. The Hilson Safety/Security Risk Inventory measures tendencies toward anti-social and violent tendencies, while the Inwald Survey 2 can identify individuals who may tend to disregard rules and societal norms — tendencies that previous research has shown are associated with anti-social or violent behaviors.

The tests have been administered by 2,000 police agencies so far this year, Favuzza told Law Enforcement News. "What we recommend often depends on the specific needs of the department, but we often do try to recommend a battery of tests for police officers because it gives the most comprehensive results," she said.



# Racial heat roils St. Pete

## Cop cleared in fatal shooting

Just hours after a white police officer was cleared in the fatal shooting of a black motorist, renewed racial tensions flared in St. Petersburg, Fla., on Nov. 13, including scattered gunshots that left two other officers wounded.

A Pinellas County grand jury ruled that the death of Tyrone Lewis, 18, was "the result of a justifiable homicide under Florida law," said the county's State Attorney, Bernie McCabe.

The exonerated officer, James Knight, and his partner, Officer Sandra Minor, had stopped Lewis for speeding on Oct. 24, and the grand jury concluded that Knight was in danger of being run over by the car driven by Lewis. The shooting of Lewis was not racially motivated, the grand jury said, noting that its findings "are the only conclusions that could reasonably be reached."

Police and the U.S. Justice Department continue to conduct their own investigations into the fatal shooting incident. According to police, Lewis refused Knight's request to roll down his window and failed to comply with other commands. Knight fired several times after the Lewis's car allegedly came at him.

"The vehicle lurched forward, the car wheels were turned toward the officer. That's when he fired the weapon through the windshield of the car," said Police Chief Darrell Stephens.

But witnesses quoted by The St. Petersburg Times said Knight, an eight-year police veteran, was standing with his hands on the hood when the car inched forward and his partner yelled for him to shoot. One witness, Lisa Craft, said Knight fired five times. "The boy wasn't going fast enough to run them over," she said.

Lewis died on the way to the hospital.

Although Knight will not face criminal charges in connection with the shooting, he was suspended with pay for 60 days while an internal investigation continues. Stephens, who said that officers are trained to move out of jeopardy before resorting to deadly force, said Knight failed to take "reasonable means to avoid the danger."

The shooting of Lewis had sparked a night of rioting by hundreds of black residents that left a dozen people injured, including two police officers, and resulted in at least a score of arrests.

A 25-block-area in the city's predominantly black south side exploded in arson blazes, destroying nearly 30 properties, including a police substation.

The following day, Stephens ordered a 72-hour "state of emergency," barring sales of guns and gasoline in containers. Two hundred National Guard troops were on stand-by at a local stadium, but were not needed, as hundred of extra police, some from other Florida jurisdictions, were mobilized to patrol tense streets.

City officials and community

leaders met in the days after the Oct. 24 riot to urge calm and begin a process of healing racial tensions that some say have been building for some time in the city, which is 20 percent black. However, any uneasy peace that may have been achieved was quickly dispelled after the grand jury handed up its decision, as angry protesters returned to the streets.

The renewed disturbances led to one officer being treated at a hospital for a gunshot wound below his left knee. The officer was shot in front of a house belonging to members of the National People's Democratic Uhuru Movement, a black separatist group that has called for the executions of the officers involved in the killing of Tyrone Lewis.

Another officer was wounded in the arm after a bullet pierced the windshield of the sheriff's helicopter he was co-piloting, forcing the aircraft to make an emergency landing.

Chief Stephens was hired in 1993 to mend racial divisiveness both inside and outside the Police Department that had contributed to the firing of his predecessor, Ernest "Curt" Curtsinger. He instituted a community policing philosophy and ordered cultural-diversity training for all 700 department employees.

Stephens said there may be a few racist officers on the force, 17 percent of which is black, but said he does not believe officers routinely target minority residents for harassment.

"Clearly there's racism in our society, and we have those kinds of problems in our department, but our officers' behavior, by and large, is professional," Stephens said.

Mayor David Fischer said the city appeared to be moving beyond the racial animosity that had flared in the early 1990s, when the city was given an "F" in race relations by the U.S. Civil Rights Commission. The group has since raised the city's grade to a "B," he noted.

"I think the failing is in the young adult group, the 18- to 28-year-old who feels disenfranchised and disillusioned," the Mayor said. "We're going to do a lot of work evaluating what happened. Are we on the wrong path? Are we different than other cities? We're going to work real hard on that."

In a related development, the St. Petersburg Police Benevolent Association charged that police were not prepared to respond effectively to recent rioting because the department is understaffed and ill-equipped. PBA officials said the department is 50 officers below its authorized strength, had insufficient riot gear and not enough portable radios. In addition, the union charged, officers did not receive training in riot or crowd-control procedures, the union charged.

Police officials said they are working to correct the problems.

# An acquittal & a mistrial in cases against Pa. cops

Racial tensions in the Pittsburgh area are percolating after an all-white jury acquitted a white police officer of involuntary manslaughter in the death of a black motorist — a verdict that followed by just weeks a judge's declaration of mistrial in a companion case against two other white officers.

The jury verdict returned Nov. 13 in Allegheny County Court cleared John Vojtas, 40, an officer with the suburban Brentwood Police Department, who was one of several officers charged in the death of Jonny E. Gammage, 31. Vojtas was tried separately because he claimed self-defense.

The racially charged case took an earlier unexpected turn on Oct. 18, when an Allegheny County Court judge declared a mistrial in the case against two other white officers charged in Gammage's death, after a coroner testifying for the prosecution said that one of the officers ought to tell the jury what happened.

Judge David Cashman said he had no choice but to end the 10-day-old proceedings against the two suburban police officers, Lieut. Milton Mulholland, 56, of the Brentwood Police Department, and Officer Michael Albert, 32, of the Baldwin Police Department.

Gammage, who was a cousin of a local celebrity, Pittsburgh Steelers defensive end Ray Seals, was pulled over Oct. 12, 1995, by police who said he kept tapping on the brakes of Seals' Jaguar, which he was driving at the time. He got out of the vehicle holding a cellular telephone, which officers mistook for a gun. After a struggle, the

officers subdued him by pressing on his back and neck, and the resulting asphyxiation killed him.

Mulholland and Albert, who faced up to five years in prison if convicted, said they followed their training on how to control unruly suspects. They claim they did not know the tactics could result in death.

The lawyers for Vojtas, on the other hand, labeled Gammage's death an accident, asserting that it could have resulted from exhaustion of an adrenaline rush rather than from the force used by police. By the time Gammage died, they added, Vojtas had already left the scene to seek treatment for his thumb, which Gammage had bitten during his struggle with police.

The judge's decision in the case against Mulholland and Albert came following testimony by Dr. Cyril Wecht, the Allegheny County Coroner, who was presented as one of the prosecution's star witnesses. He was expected to bolster testimony of the coroner who had examined Gammage's body and determined he died from asphyxiation caused by the pressure on his neck and back.

During cross-examination, defense attorney Patrick Thomassey, who was representing Mulholland, told Wecht: "You tell me what my client did. You tell me what my client did from A to Z."

"No, it's not for me to tell you what your client did," Wecht replied. "It's for the client to tell me, the ladies and gentlemen of the jury, what he did, what he was doing there and why he was participating in this."

Thomassey promptly demanded a mistrial. "I am so personally affronted by what he did... I think it's almost intentional," he said.

An angry Judge Cashman criticized the prosecution for not reining in its witness. "What am I supposed to tell the jury? Am I supposed to tell them to disregard that statement?" he asked. "You can't tell folks not to look at a blue elephant, and this is a blue elephant."

Prosecutor Anthony Krastek said Wecht's comment was inappropriate but may have been provoked by Thomassey's aggressive questioning. Wecht's appearance on the stand came just hours after he had appeared on national television, criticizing the selection of an all-white jury in the controversial case.

Because of the immense publicity the case had generated in the Pittsburgh area, the jury selection took place in predominantly white West Chester, a suburb of Philadelphia.

The judge said a new jury could be seated within two months, but it will be up to the state Supreme Court to decide where jury selection for the retrial will be conducted. Jennifer H. Guinee, a lawyer for Gammage's parents, said they were disappointed by the development. She said defense lawyers could ask the judge to dismiss the charges on grounds that a second trial would amount to double jeopardy for the two officers.

Defense lawyers, prosecutors, the defendants and all witnesses are under a gag order that bars them from commenting on the case.

# Md. officer's survivors file latest radar-cancer lawsuit

Survivors of a Montgomery County, Md., police officer who used hand-held radar guns nearly every day for more than a decade before he died of metastatic melanoma three years ago recently filed a \$5-million Federal lawsuit against radar manufacturers, charging that the officer's long-term use of the device caused his illness.

The family of Officer John W. McKone Jr., a 27-year veteran of the Montgomery County Police Department, filed the lawsuit in U.S. District Court in Greenbelt in Oct. 2, just one day shy of the three-year statute of limitations on wrongful-death lawsuits. McKone died on Oct. 3, 1993, from complications of the melanoma that began just above his left knee, where the lawsuit claims he rested the device, and later spread throughout his body.

In a related development, the St. Petersburg Police Benevolent Association charged that police were not prepared to respond effectively to recent rioting because the department is understaffed and ill-equipped. PBA officials said the department is 50 officers below its authorized strength, had insufficient riot gear and not enough portable radios. In addition, the union charged, officers did not receive training in riot or crowd-control procedures, the union charged.

Police officials said they are working to correct the problems.

The system, known as Live Scan, will allow police to gather picture-perfect fingerprints to submit to the state's criminal-records data base, located in Albany, which then retrieves any matching prints and accompanying

The lawsuit contends that McKone's exposure to low-level radiation emitted by the radar gun precipitated the cancer. McKone, a traffic officer, used the device 10 hours a day, four days a week for 12 years, according to the suit.

None of the scores of lawsuits that have been filed against radar manufacturers by radar-using police officers or their survivors have been successful since the first such claim was made in 1990. Most attorneys who have argued the cases have blamed the lack of success on a dearth of scientific evidence supporting a causal link between the low-level radiation emitted by radar guns and the development of cancer in officers who used the devices on a long-term basis.

"All the scientific knowledge indicates that the products that we manu-

facture are safe," said John Kusek, president of Kustom Electronics Inc., a Lenexa, Kan., firm that has successfully defended itself against 23 claims filed by law enforcement. The company is named as the lead defendant in the case filed by McKone's survivors, who have asked for a jury trial and are seeking \$10 million in punitive damages.

Alan Grant, a Rockville lawyer who is representing the family, said he knows he faces an uphill battle. "It's not going to be an easy case," he told The Montgomery Gazette. "We've got some people that will testify that there is a causal link. How strong that will be before a judge, I don't know.... The causation is dramatic. That gun sitting on his knee is the exact same place where the cancer started...and we're hoping a jury will find our way."

# Going digital with perps' digits

A computerized fingerprinting system currently being tested by the New York Police Department's 84th Precinct in Brooklyn will shave hours from the lengthy arrest-to-arraignment process, officials said, freeing up officers to return to patrol in record time.

The system, known as Live Scan, will allow police to gather picture-perfect fingerprints to submit to the state's criminal-records data base, located in Albany, which then retrieves any matching prints and accompanying

criminal records on file and transmits them back to the precinct.

It will replace the previous paper-and-ink procedure for taking prints, which would then be sent by fax to Albany, said Sgt. Nick Basso, a supervisor at the precinct. A prisoner could not be arraigned until fingerprints and rap sheets were returned from Albany — a process that can take up to 24 hours. "Now prints and a rap sheet could come back within minutes rather than hours," Basso told The New York Daily News.

The system includes six-foot-high scanners with two video monitors and a flat desktop at waist level with two touch-sensitive panels. As a suspect's fingers are placed on the glass panels, the scanner's lasers read the prints and display them on the monitors.

Basso said the scanner turns out usable prints more than 80 percent of the time, compared to 50 percent using the paper-and-ink method. If successful, the pilot program will be expanded to other precincts.



# Md. county force unveils cluster of beats

Police officials in Montgomery County, Md., have unveiled a plan to redraw police district boundaries to provide a fairer distribution of police workloads and to contain and prevent crime, especially that involving youths, in the rapidly growing northwestern section of the state's largest and wealthiest county.

Under the proposal, police district boundaries in the sprawling 300-square-mile Germantown District would be changed by arranging beats around school clusters — a group of schools that includes a high school as well as all of the middle and elementary schools that feed into it.

The department has already deployed two community teams responsible for the beats, and that will be expanded to six teams — one for each high school in a cluster — by spring, said Capt. Joseph Price, the Germantown District commander who designed the "school clusters" deployment plan.

The changes represent a "dramatic shift from what we've been doing in the past," Price said, adding that the plan will be phased in over the coming months in the district. "We're confident that by taking some of our reactive forces and making them more proactive, we'll have a very positive effect not only on everyone's workload but on public safety for the whole community."

Price said the district, which was opened in 1981, is the county Police Department's newest, largest and busiest.

"Since 1981, the population of this district has gone from 100,000 to about

"What may be a problem in the school at 10 o'clock in the morning, ultimately may become our problem at 4 o'clock in the afternoon. So by working together... we'll solve their problem and we'll solve our problem."

258,000, with a projected increase by 2010 to about 335,000," he told Law Enforcement News. "Obviously with that type of growth, our workload has geometrically skyrocketed. But more importantly, our customers — the community — is relatively young and one that is composed primarily of suburban families interested in the schools."

"Our deployment had always been based on traditional police methods like workload analysis," Price continued, "and we're not throwing that out, but we realized that in order to have a true community policing program, we needed to establish geographic ownership for our officers. In simple terms, telling the officers, 'This street corner is yours, you own it, you're responsible for it and you'll be held accountable for it and you'll be given the resources necessary to keep it safe.'"

Price, a 20-year veteran who supervises 151 officers assigned to the district, all of whom eventually will be affected by the plan, said officers canvassed the community for ideas as it was being devised. "We went out and asked people what they viewed as the central focus of their communities. We got some shopping areas, some churches, some geographical landmarks, but the vast majority identified schools as the focal points of their communities."

munities."

Police planners envisioned appointing a community team based on each high school cluster, Price said, including "a supervisory staff and a proportionate number of officers assigned to work the proactive issues within that community — all the way down to the point where within that team, they will be assigning the neighborhoods surrounding or contiguous to elementary schools to a particular officer."

The school cluster deployment model will provide the Germantown District with several advantages, Price said.

"First, it gives us a true picture of who our customers are demographically," he observed. "We felt that by knowing who are customers are, we can better determine what their wants and needs are from a public safety standpoint, and it will put us a step ahead. It also gives us the capability of pre-planning our personnel needs. In the past, we looked at last year's workload, used a fairly complex mathematical formula and determined what manpower we needed. The problem with that is we're always in arrears."

By linking deployments to changes in the school district, such as the construction of new schools or variations in student demographics, Price said he will be able to have a community policing team "already hired, trained and ready to deploy in a continuous manner. So I'm actually current if not ahead

of the workload power curve."

Price said the change will lead to closer relationships between police, residents, local businesses, social-service providers and school officials, who are often the first to notice when a child is veering toward gang involvement, criminal activity, drug use or other problems. The local Parent-Teachers Association will act as an information clearinghouse for both police and residents, Price said.

"What may be a problem in the school at 10 o'clock in the morning, ultimately may become our problem at 4 o'clock in the afternoon," he said. "So by working together and dealing with that problem, we'll solve their problem and we'll solve our problem."

Some county school officials greeted the police deployment plan with unqualified optimism. "I think it makes outstanding organizational sense, particularly in the Germantown District, which is so huge," said Ruth E. Koenigsberg, principal of Martin Luther King Jr. Middle School in Germantown. "It allows a set group of police officers to work with sort of a contiguous community. They're working with the same family and communities of all ages of children. If they're working in the Seneca Valley cluster, they're working with the high school, the two middle schools and their eight elementary schools."

Concord, N.H., Police Chief David Walchak, who recently stepped down

as president of the International Association of Chiefs of Police, praised the idea, telling The Washington Post that it could be replicated by other jurisdictions faced with rapid growth.

"What Chief Carol Mehring is doing is redesigning the definition of community within a large geographic area," said Walchak. "What is interesting about this concept is that's a tremendous move toward prevention. You have the opportunity of getting this community that already has a common interest, common needs and common goals and expanding that interest to public safety."

The strategy was announced by the Police Department in October, shortly after it issued a report that said the agency had identified 18 gangs responsible for criminal activity like graffiti and assaults. Sources told The Post that the report identified over 140 gang-related incidents since last December, most of them relating to graffiti vandalism. It also identified 45 active "groups" with nearly 650 members ages 13 to 46. Of those 45 groups, 18 are said to be involved in a continuing pattern of crime and are considered by police to be gangs.

Police officials termed the situation modest and relatively manageable compared to gang problems present in other jurisdictions surrounding the District of Columbia. Thirty-one percent of the Montgomery County's gang-related crimes occurred in Germantown District.

"We have do not have an out-of-control gang problem," said Price. "The gang activity in this district accounts for one-tenth of 1 percent of our total workload. But we would be foolish to put our heads in the sand and say there is not at least the potential for gang activity to develop."

## For one NYC captain, crime reductions are a numbers racket

New York City police officials are trying to determine whether the commander of a high-crime precinct in the South Bronx falsified reports to show huge reductions in crime.

Capt. Louis Vega of the 41st Precinct was suspended without pay on Oct. 29, pending the results of the investigation after a borough command audit found irregularities in the precinct's crime reports. The audit corroborated a complaint filed by a precinct informant — said to have been a disgruntled police union delegate who feuded with Vega — in which it was alleged that crimes were being misclassified.

Some police investigators reportedly suspected that felony crimes were being reported as misdemeanors, while misdemeanor arrests were being reclassified as felonies, thus favorably adjusting crime statistics from two directions at once.

The precinct reported a drop in total felony crimes of 25 percent and a decrease in overall crime of 40 percent from Jan. 1 to Oct. 20, compared to the same period in 1995. That's nearly double the overall drop in crime in the city, which has been experiencing a dramatic decline in crime in the past several years.

In specific crime categories, murder was down by 21 percent; rape, 35 percent; robbery, 25 percent; felony assault, 23 percent; grand larceny, 13

percent, and motor-vehicle theft, 17 percent.

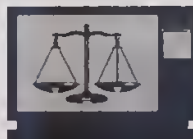
Overall, crime in the Bronx is down 14 percent, police officials said.

The report emanating from the 41st Precinct prompted speculation that other police commanders might be engaging in the same practice to mollify superiors. The New York Daily News quoted an unidentified headquarters source as saying that "in any precinct you could go in and come up with complaints where the charges should be higher. There is tremendous pressure on precinct commanders to produce lower numbers."

Police Commissioner Howard Safir cautioned that the matter is still under investigation. "We're still looking at the figures, and if it turns out to be true, we're going to take disciplinary action against the commanding officer and we will put those statistics back in the proper way," he said.

Vega is the second Bronx commander to be investigated in the past year for allegedly "cooking the books." Capt. Anthony Kissick of the 50th Precinct was accused of reducing the number of assault cases by ordering officers not to make arrests in some cases. Instead, attackers were charged with harassment, which is classified as a violation under state penal law.

Kissick was stripped of his command and transferred to the Bronx borough office.



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# Mapping change

## How the New York City Police Department re-engineered itself to drive down crime

By Eli B. Silverman

In the last three years, New York City has experienced the most dramatic decline in crime in the nation. Since 1994, the homicide rate has dropped by more than 50 percent; rape, over 8 percent; robbery, over 40 percent; felonious assault, over 25 percent; burglary, 37 percent; grand larceny, over 31 percent; grand larceny autos, over 45 percent.

Simply stated, New York is, to a large extent, the engine that is driving the nation's downturn in crime. For example, serious crimes throughout the country decreased by 1 percent in the first six months of 1995, compared with the same period one year earlier. In New York City, the drop was over 16 percent during the same period — part of an ongoing decline that has brought the city to its lowest levels of crime since the early 1970s. During 1994, the overall New York City crime decline was 12 percent for 1994, compared to 2 percent nationally, and 17 percent for 1995. According to FBI statistics, New York accounted for 61 percent of the nationwide decline in felonies during the first six months of 1995.

Looking at just the murder rate, one finds a dramatic decline from a total of over 2,200 in 1990 to about 1,500 in 1994 and 1,200 in 1995. The decrease has continued into 1996, with murder plummeting over 10 percent during the first six months compared with the same period in 1995. Based on these trends, the year-end murder total could dip below 1,000, the first time it would have dropped this low in more than 25 years.

And, in perhaps the most unanticipated result throughout most of this period, one finds that the decline in crime occurred in every police precinct in the city, debunking the theory that police can only displace crime from one area to another.

### Conspicuous absentees

The decline in crime in New York has been widely accepted and acclaimed. Yet there is a community of experts for whom these crime statistics have generated some concern and perplexity: criminologists, who have been absent from the chorus of voices praising the NYPD's crime-fighting efforts.

How does one explain this apparent reluctance, with a few notable exceptions, to acknowledge the substantial impact of reorganized police management, precise, targeted strategies and rapid deployment based on reliable and timely crime data? The explanation may lie in previous research that has advanced three predominant themes.

The first theme holds that traditional police practices have little impact on crime. The academic community's focus on a host of external factors has contributed to a diminished view of the role of the police in crime reduction. During periods of increasing crime rates, research has pointedly and repeatedly stressed the force of economic, demographic and political conditions. The scholar David Bayley recently asserted that crime rates in large cities can be predicted accurately 80 percent to 90 percent of the time when one takes into account such economic and social factors as income, unemployment, education, prevalence of minorities households headed by single women, household size and home ownership.

The second theme is that police ought to change their ways and do things differently. This requires radical reforms: from reactive, incident-driven, police-based crime responses to more coherent organizations that work in concert, not at cross-purposes; where generalist police officers and specialist units, such as detectives, do not work in isolation from one another and the community; where organizational decisions are made at the level where they will be most effective; where accurate and timely information is gathered systematically, merged with forethought, insight and collective wisdom, and used to diagnose problems by types and patterns, rather than viewed as discrete, random isolated incidents.

The third principal theme has posited that these types of police reforms have been historically frustrated by inherent bureaucratic resistance and a wide range of barriers. Scholars have long commented on the insularity, defensiveness and lack of receptivity to change within police organizations. Such resistance is fueled by organizational rigidity, occupational role assignments and the distinctive nature of the police job. These obstacles, it has been maintained, have prevented police forces from refocusing and reorganizing themselves, their values and their missions, and thus have hindered redeployment and proper matching of resources with crime patterns.

Despite the utter lack of demonstrable evidence of dramatic socioeconomic changes in New York City during these past three years, the social science response to police claims has been

"Perhaps those who discard the importance of the role of the police subscribe to a kind of criminal justice 'big bang' theory — that a constellation of unknown forces suddenly emerged and conspired to drive New York's crime down at an unprecedented rate. This approach stretches credibility far more than the connection between the simultaneous drop in crime and fundamental police changes during the past three years."

"show us evidence of fundamental police changes that correspond with the steep drop in crime." Yet this academic response is in the face of analyses such as that offered earlier this year by the Citizens Crime Commission of New York City, which concluded: "In sum, decreased crime reporting, demographic changes, developments in the drug trade, national trends or the local economy do not appear to offer adequate explanations for the recent decreases in crime in New York City."

Perhaps those who discard the immense importance of the role of the police subscribe to a kind of criminal justice "big bang" theory — that an impromptu, unpredictable, undocumented constellation of unknown forces suddenly emerged and conspired to drive New York City's crime down at an unprecedented rate. Yet this approach appears to stretch credibility far more than the connection between the simultaneous drop in crime and fundamental police changes during the past three years.

### Field tests

In an effort to address the second and third of the aforemen-

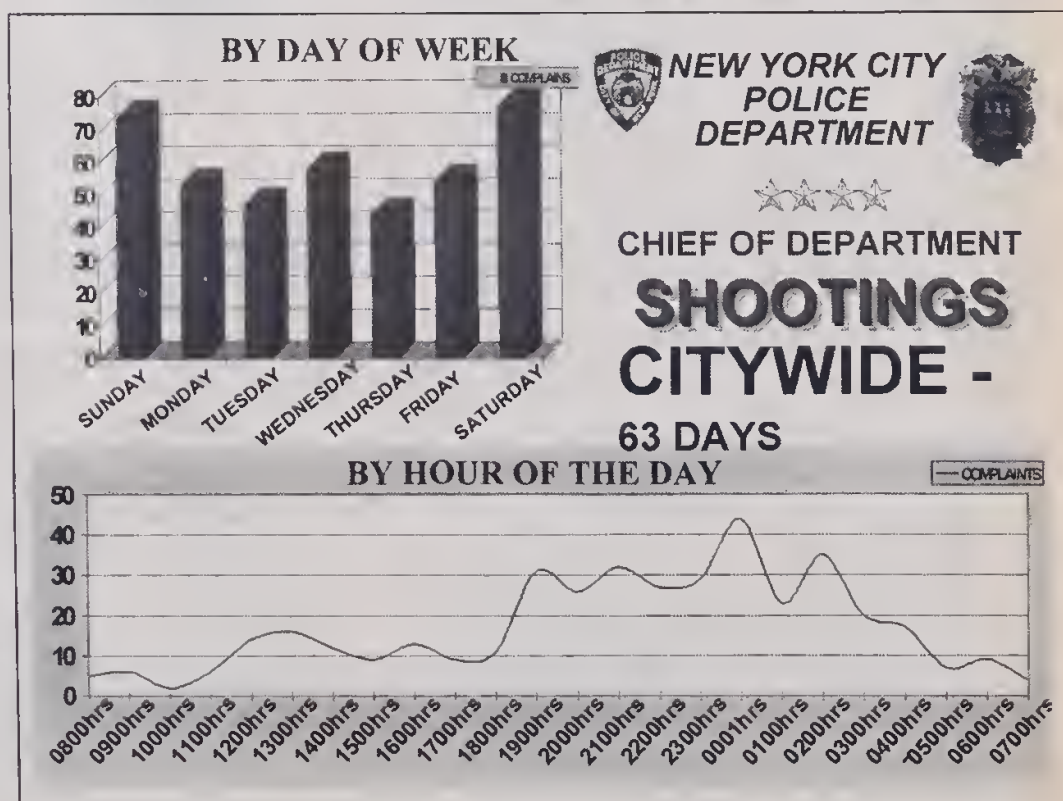
tioned themes — evidence of fundamental change in the New York City Police Department and its organizational capacity to achieve these changes — research was conducted over a period of 11 months, involving more than 200 interviews, content analysis of relevant documents, publications, periodicals and newspapers, extensive field observations in the Brooklyn North borough command and, with the support of the Police Department, unlimited access to official meetings and documents.

This research has revealed that the New York City Police Department, in the last three years, has continued to demonstrate the capacity for fundamental change in its strategic, managerial and organizational approaches. These changes constitute a revolution of significant and monumental proportions. The most striking similarity between New York City policing today and prior to 1994 is the word policing itself — everything else is worlds apart. Those who hold that "policing is policing," and hence has limited impact on crime, are not aware of the underlying policing changes in the NYPD. More than any societal factors, these pivotal police changes provide the explanation for the city's dramatic decline in crime.

This revolution in policing is a product of revised thinking of police ends and means; a willingness to draw upon and expand previous department approaches such as problem-solving, decentralization, quality-of-life concerns, and the civil enforcement initiative (especially the nuisance-abatement law, police-padlock law and various forfeiture proceedings); an eagerness to raise questions about existing obstacles, and a commitment and willingness to operationalize innovative strategies, decision-making processes and organizational arrangements.

The primary underpinning of change was a mindset that consisted of transformed objectives as to what the police should and could accomplish, and a belief, desire and commitment to fundamentally recast police strategies and organizational responsibilities to accomplish these objectives.

In regard to the role and mission of the police, the new bearings can be discerned by analyzing such factors as: the city's 1993 mayoral campaign; his selection of a new Police Commissioner; the Mayor's and Commissioner's perceptions and perspectives on previous and current change efforts; earlier law enforcement actions such as the Harlem mosque and Korean boycott incidents; and early police commitment to detailed crime reduction targets and strategies. From this inquiry, what emerges is a fundamental change in perspective and orientation that posits a clear desire to focus more specifically on particular types of crimes. This contrasts sharply with previous police orientations and concerns such as minimizing scandals, maintaining community well-being and preserving a low police profile.



Seen here in black-and-white, computer-generated graphics like this are a full-color component of Compstat.



# A new mindset & a critical mass

## Looking within

The new mindset championed not only the police doing different things, but also doing these things differently. This focus on fundamental change is evident in the simultaneous generation of policy and personnel changes as well as critical organizational self-examination. Equally important, the commitment to significant change was coupled with an awareness that large public bureaucracies possessed enormous capacity to resist change.

Several early occurrences and actions stand out as watershed events in revamping police approaches and strategies. One of the Commissioner's first orders was to direct top-level bureau chief personnel to submit crime reduction plans for their areas of responsibilities. Then, by the end of January 1994, the Commissioner's first month in office, the First Deputy Commissioner, the Chief of Patrol, the Chief of the Organized Crime Control Bureau, the Chief of Detectives, the Deputy Commissioner for Community Affairs and several other top officials all retired and were replaced by individuals with reputations for being aggressive risk-takers. This represents an early and swift replacement of personnel (certainly when compared with previous police commissioners) by a commissioner who prided himself on change. In addition, more than two-thirds of the city's 76 precinct commanders were replaced during the Commissioner's first year.

Similarly, a number of significant policy changes were also announced by the end of the first month of the new commissioner's tenure. For example, some of the responsibilities of OCCB, which is charged with handling drug enforcement, auto theft and public morals, were transferred to borough commanders and precinct commanders. In addition, movement was made to integrate detective squads more closely with precinct commanders.

The overhaul of the department could not, of course, proceed solely with the enlistment of new leaders and adoption of new goals. To use the lexicon of organizational change (as the department often did), it was important to engage a "critical mass" of the organization. Two major vehicles were crucial to this process. They were: 1) the use of focus groups; and 2) re-engineering committees and reports. Their impact as agents for change can best be appreciated in the context of the well-documented difficulty of previous reform efforts undertaken by the NYPD.

## Changing the rules

If the department's recent organizational history was one characterized by centralized, rigid, restrictive and insular decision-making, then the very basis of decision making had to be changed. The extensive use of focus groups and the re-engineering committees and documents were key to engaging a critical mass of the rest of the organization, highlighting a sense of crises and problems and laying the pathways for future changes.

The 12 re-engineering documents and subsequent department changes would center on the devolution of decision-making authority, the matching of resources with problems, and a shift from decision-making based on functional specialization to one based on geographic authority.

One key report, the "precinct organization" document, presents plans to streamline the lines of communication and authority within each precinct by changing the organizational structure of the precinct to geographically based teams that operate in defined precinct areas supported by precinct-wide special resources, replacing incident-based strategies with problem-solving strategies to attack precinct crime and quality-of-life problems, and changing the methods of accountability for all personnel in the precinct by measuring results as well as efforts.

Similar themes emerge in the "geographic vs. function" report, which stresses streamlining the lines of authority and placing "resources closer to the point of impact at the delivery level," with a concurrent increase in levels of accountability, this time on a department-wide basis. The ultimate goals were to significantly reduce crime, fear of crime and disorder. The report recommends that precinct commanders be allocated the resources and latitude of deployment necessary to address precinct conditions. The document also urged revisions in department guidelines that limited the total number of precinct personnel assigned to anti-crime units, Street Narcotics Enforcement Unit, duty or special posts, and community beats.

Changes in decision-making have been as dramatic as they have been unprecedented. Traditionally, police headquarters was perceived at the nerve center of the department's decision-making apparatus, with very limited input from field commands. As geography became more important than functional specialization, there was a recognition, for example, that the incidence of drugs and guns often occurred in overlapping geographic patterns. The

problem-solving approach has resulted in the initial replacement of specialized drug units with Strategic Narcotics and Gun (SNAG) teams, which investigate situations involving both types of criminal activities. Today, more sophisticated integration of specialist and generalist is occurring.

## Battle plans

Many of the new crime-control strategies required the formation of teams designed to break down barriers that had separated the generalists assigned to the patrol divisions from specialized units such as the detective and organized-crime bureaus. The strategies and other changes also prompted the creation of new administrative positions to facilitate and coordinate the flow of data within the department, such as the designation of precinct domestic violence prevention officers. This, in turn, required the creation and dissemination of new data bases, such as a compilation of domestic violence incident reports, and a data base on chronic emotionally disturbed persons.

In some cases, existing data bases had to be expanded, as happened with NITRO (Narcotics Investigative Tracking of Recidivist Offenders), a data base designed to track career felony drug offenders. The expansion was aimed at encouraging detectives, narcotics officers, patrol officers and other precinct units to share in the collection and retrieval of intelligence information previously unavailable to precinct-level personnel — or, at best, difficult to obtain.

Greater access to information was also achieved through mandated referral from one specialty unit to another, improved cooperation with outside Federal, state and city agencies, and, quite simply, more thorough analysis and quicker, more effective dissemination.

## Putting it all together: The Compstat process

Perhaps the most significant aspect of the department's organizational changes within the past few years has been the process known as Compstat. Where newly devised police strategies raised questions regarding existing policies and presented new approaches, Compstat has provided a venue in

Continued on Page 12





# How the NYPD drove down crime

Continued from Page 11

which these changes evolved and accountability for new decision-making is ensured.

Compstat began to evolve in early 1994 when, after changes in the leadership of many of the NYPD's bureaus, disturbing information emerged. It appeared that the NYPD did not know most of its own current crime statistics, and there was a time lag of three to six months in its statistical reporting methods. Upon learning this, the department made a concerted effort to generate crime activity data on a weekly basis.

Compstat was originally a document, referred to as the "Compstat book," which included current year-to-date statistics for criminal complaints, arrests for major felony categories and gun violations, compiled on a citywide, patrol borough and precinct basis. The initial versions of the Compstat book, which improved steadily over time with regard to overall sophistication and degree of detail, developed from a computer file called Compare Stats — hence, Compstat.

The transformation of Compstat into a new mechanism for change first became evident in April 1994, when a monthly, borough-wide meeting on robberies was converted into the forerunner of the regular crime-strategy sessions that are now conducted at Police Headquarters (the Compstat meetings). The aim was to forge a link between the crime strategies and the increased power and accountability assigned to the precinct commanders.

It was vital for all levels of the department to have ready access to information concerning crime incident locations. The department developed and required all precincts to maintain pin maps, and cover them with acetate overlays for each of the major Index crimes. These maps were then required to be produced at all Compstat meetings so that a meaningful dialogue could take place. The Compstat mapping capability of headquarters units also improved with each successive week, as pin maps and acetate overlays ultimately gave way to sophisticated computer-generated maps addressing a seemingly unlimited variety of details, all the while enhancing the department crime-fighting abilities.

As with other departmental changes, Compstat is still evolving and improving. What was once an source of timely and relevant crime statistics has become a mechanism for planning, coordination and evaluation.

Compstat, through the weekly headquarters meetings, provides the dynamics for precinct and borough accountability, and an arena for testing the mettle of field commanders. As a

management tool, Compstat melds upgraded quantitative information on crime locations and times with police deployment arrangements and qualitative quality-of-life information. Precinct problem-solving can be weighed against available resources, and the responsibilities, information-sharing and interaction of different department units can be gauged.

The crucial role of the Compstat process in crime-strategy meetings is reinforced by the first-time gathering of multiple sources of information by a single departmental unit for display

**The NYPD is a healthy organization in competition with itself. It has permitted, even encouraged, unconventional approaches to similar problems.**

before all key organizational members at a meeting devoted solely to fighting crime. In addition, Compstat enables the department to evaluate the enforcement rigor and effectiveness of its crime strategies, such as the nature of detective debriefing of arrestees and search for all accomplices, and provides enhanced opportunities for greater coordination with other criminal justice agencies.

## Smart policing makes a difference

The organizational and strategic flexibility provided by informed decision-making, decentralization, a closer match between problems and resources, greater command accountability, and an emphasis on performance as well as effort has continued to evolve since 1994. And, more to the point, the interaction of these changes has paid huge crime-reduction dividends. Although no other city has experienced the degree and magnitude of police changes and crime decline, the New York police experience is relevant to several recent studies which have accorded far more weight to the role in crime reduction of carefully crafted and implemented police strategies. In sum, these articles also confirm some earlier minority-view writings that the police can indeed make a difference in crime reduction if they more wisely manage and deploy their resources and address problems systematically and comprehensively.

Behind all these NYPD changes is a keen recognition of the

pivotal role of information. Vital information is to a police organization what healthy food is to an individual. Without it, the organism becomes anemic. This police organization has demonstrated an extraordinary capacity to experiment with various organizational, managerial and strategic arrangements to retrieve, organize, disseminate, share and act on information. This is reflected in the large increase in quality-of-life and drug-crime enforcement in all precincts, and the flexibility, anticipation and rapid response to problems through attention to gangs, social clubs, crime hot-spots and seasonal fluctuations like summer and Christmas holiday crime.

Perhaps even more striking, though, the New York City Police Department has manifested encouraging signs of what organizational theorists refer to as double-loop organizational learning. Single-loop learning, the predominant mode, occurs when the detection and correction of error enables the organization to continue with its present policies or achieve its present objectives. Double-loop learning, on the other hand, is rarer and more fundamental since it involves questioning basic operating assumptions, entertaining disparate approaches, and experimenting with various arrangements. In this sense, the NYPD is a healthy organization in competition with itself. It has permitted, perhaps even encouraged, unconventional organizational, structural and managerial patterns focused on similar problems. This is evidenced, for example, by the competing organizational and managerial arrangements devoted to different major anti-drug efforts in the Brooklyn North area and Washington Heights — illustrative of what analysts refer to as organizations that reinvent themselves managerially as well as structurally. This approach is rare among large organizations, to say nothing of large police organizations.

By probing even deeper, one finds that some of these new strategies and managerial arrangements can be traced back to early 1994 when police personnel submitted concept papers to various re-engineering committees. The fact that so many of these ideas have recently emerged into practice in various commands is an encouraging sign of the department's recognition that future crime-fighting efforts are contingent on continuous organizational renewal, problem solving, and learning.

Eli B. Silverman, Ph.D., is a professor in the Department of Law, Police Science and Criminal Justice Administration at John Jay College of Criminal Justice, and the author of the forthcoming book "Revolutionizing the Police: Fighting Crime in New York" (Northeastern University Press).

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Richardson:

## Police take a beating on spouse abuse

By Deborah Richardson

Law enforcement has been taking a beating by the press concerning police officer involvement in domestic violence. As recently as Aug. 23, 1996, Washington, D.C.'s, free weekly "City Paper" ran a cover story, complete with black-and-white images, about Metropolitan police officers and domestic violence. The cover caption read: "D.C. cops know a thing or two about domestic violence. Just ask their wives."

The perception is that police families and police relationships have their share of domestic problems that trigger domestic violence. What was once considered a family's or couple's private shame has become a public declaration: "Domestic violence will not be tolerated."

Further evidence of this fact is seen in Congress's passage of the gun ban for individuals convicted of a misdemeanor crime of domestic violence. From a police perspective, it means that those officers convicted of a misdemeanor crime of domestic violence will not be allowed to ship, transport, possess or receive firearms, which virtually ends their careers in law enforcement.

Being arrested, convicted and subsequently losing employment may not be a remedy for do-

Congress's passage of a gun ban for individuals convicted of misdemeanor domestic violence means that those police officers convicted of such a crime will not be allowed to possess or receive firearms, which virtually ends their careers in law enforcement.

mestic violence. It may not even be a deterrent. However, for law enforcement officers who participate in domestic violence, this scenario is a real possibility. It has negative implications not only for these officers but also for the entire law enforcement profession. Reductions in workforce credibility and professionalism may result.

Historically, domestic violence has been considered a family matter. That is, "family problems" that involve aggressive or violent encounters between family members should be handled within the family, and outsiders should not interfere. However, evidence suggests that "outside" interventions such as counseling and safe houses are

often necessary to help stop or stem domestic violence. Given that law enforcement officers respond to, witness and/or deal with domestic violence cases on the job, the question is, how could these same officers, who are charged with the responsibility of investigating and mediating domestic disputes involving violent encounters between family members, resort to violent behavior when dealing with their own loved ones?

Several theories have been offered as explanations for the incidence of domestic violence within police families. One theory points to the stressors that are inherent in police work, such as shift work, the police hierarchy, and the sanctioned

use of force for conflict resolution. Another theory suggests that officers' overuse of alcohol in social situations and as "novocaine for the soul" triggers domestic violence. Yet another theory concerns the connection between domestic violence and the "authoritarian" police personality.

All these theories, along with ones not mentioned here, are viable. At issue is whether domestic violence is a real, not imagined, problem for law enforcement officers and their loved ones. For this we need statistics, and statistics mean going to sources such as police officers, spouses and significant others.

At the Fraternal Order of Police's national board meeting in September 1996, attendees and FDP Auxiliary board members were asked to take part in a survey on police and domestic violence. When asked, "Do you feel that domestic violence is a problem for police families?" 82 percent responded affirmatively. Seventy-three percent indicated that questions about domestic violence are not too personal to be asked in a survey.

Based on survey results, and in light of heightened public scrutiny, it is imperative that law enforcement examine the issue of domestic violence for officers and their loved ones. The more we know about the reasons why domestic violence occurs and the situations that elicit violent disputes in police families and relationships, the better prepared the law enforcement community will be to help officers and their loved ones break the cycle of domestic violence and prevent violent disputes before they occur, and protect officers and their loved ones from the devastating physical and mental repercussions of domestic violence.

(Deborah Richardson, M.A., is the executive director of the Center for Criminal Justice Studies, which is the research component of the National Fraternal Order of Police.)

## Letters

### No place like home

To the editor:

In your Oct. 31, 1996, issue, one of your articles ("N.J. police force knows what it feels like to be homeless") caught my eye. A review of the piece makes it clear that the title was a clever way of attracting attention, but in truth, the police force in question has absolutely no idea of what it "feels like to be homeless." While the police department in Fort Lee, N.J., is temporarily inconvenienced and between permanent quarters, to attempt a parallel between that situation (even in a presumed light-hearted way) and the circumstances of most truly homeless individuals is insulting.

In the Supervision Schools and Management College at the Southwestern Law Enforcement Institute, students have an opportunity to complete a class project by spending time working with a public service organization including, in some cases, a local homeless shelter. Incidentally, a

number of other law enforcement organizations have also worked very hard to create avenues of understanding with the homeless. People who spend time interacting with the homeless report learning a number of things, but they have never come across anyone who describes himself or herself as "homeless" while waiting for construction of their \$4.5-million home to be completed.

DANIEL P. CARLSON

Associate Director

Southwestern Law Enforcement Institute

Richardson, Texas

### Policy is no secret

To the editor:

On Oct. 31, 1996, Law Enforcement News published an article entitled "Getting the Inside Dope." The writer stated that the Louisville Division of Police "declined to disclose their current policies on prior drug use by recruits."

I'm not sure who the writer spoke with, however, our policy on this subject is a matter of public record. It is contained in our formal job description, which is distributed to all applicants:

"The Division reserves the right to disqualify anyone who is a current user of illegal drugs; who has bought, sold or possessed marijuana within three years prior to time of application; or who has bought, sold or possessed any controlled substance or narcotic drug without a prescription within six years prior to time of application. The candidate must pass a blood or urine test for drug detection."

These standards have been, and will continue to be, rigidly applied.

Thank you for allowing us to correct this misinformation.

Col. DOUG HAMILTON

Chief of Police

Louisville, Ky.

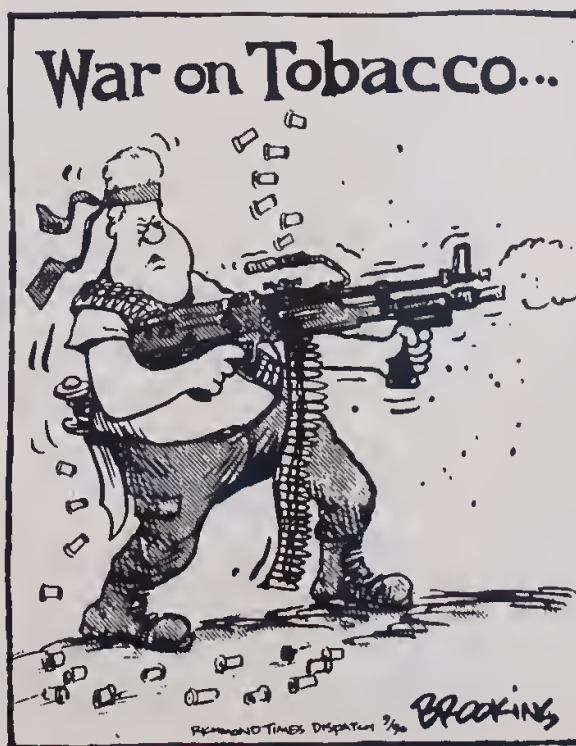
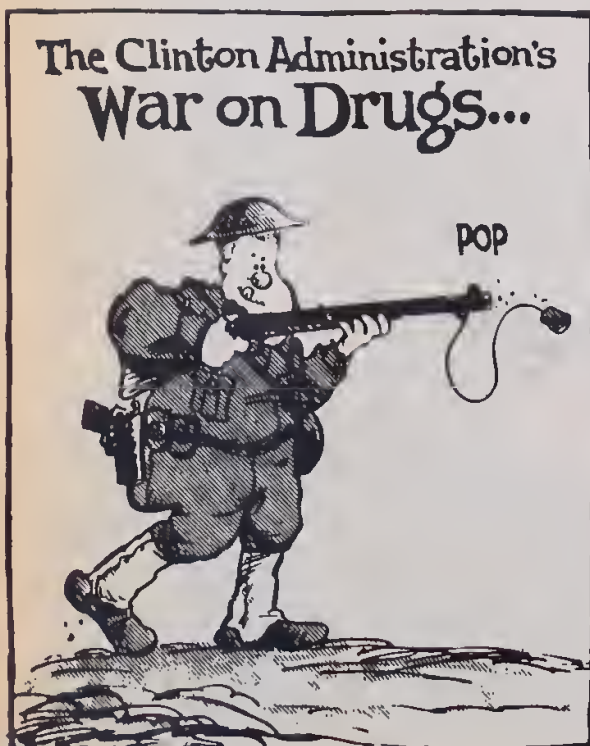
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Articles may be submitted in hard-copy form (double-spaced, please) or on 3 1/2" floppy disk, using Microsoft Word or WordPerfect. All submissions, as well as all questions regarding article length, style, formatting and related matters, should be addressed to the editor.

We welcome the chance to give our readers a voice.





# Tackling a housing project of ill repute

## Problem-solving strategy brings new life to troubled complex

By Mark R. Beckner

The Boulder Police Department is committed to providing quality service in partnership with our community. As part of our philosophy in providing that service, we actively support and encourage the involvement of our members in creative problem-solving efforts. Granted, problem-solving can be difficult and frustrating at times, yet such efforts can also be very effective and satisfying for both the community and department members.

We are starting to see the benefits of what partnering with the community to solve crime-related problems can provide. The following case study illustrates the process, issues, problems and successes encountered in addressing a long-standing problem with one of the city's low-income housing projects.

### San Juan, We Have a Problem

The San Juan Del Centro housing complex is a low-income housing development that serves the needs of approximately 700-750 members of the Boulder community. People living at the complex come from diverse backgrounds, including Hispanic, Asian, African-American and American Indian cultures.

For years, dating back to at least 1978, the San Juan complex was known as a haven for criminals, criminal activity, drug and alcohol problems, and general nuisance problems. While many of the residents were law-abiding citizens trying to make a living and raise families, a significant number of residents were not. Police were all too familiar with the problems associated with the complex, such as numerous fights and assaults, property damage, thefts, alcohol-related problems, drug dealing, etc. Furthermore, the police were not well liked by most of the residents, either because the residents were involved in criminal behavior, or because they were fearful and did not believe the police were meeting their needs. Thus, when officers responded to criminal activity, they found it difficult to find cooperative witnesses. Complicating matters still further, in many cases there was a language barrier between the officers and many of the residents. Because of this, residents of the San Juan complex often did not get the service or attention that other city residents received.

But just as the residents were distrustful of the police, the police were distrustful of the residents. During the early and mid-1980s things had gotten so bad that during the evening hours officers were generally not dispatched to calls for service without a cover officer. Officers rarely went into the complex by themselves, and usually only when dispatched to a call. While the situation improved somewhat through the sporadic efforts of residents, management and the police, the complex remained well known for criminal and behavioral problems. Increased enforcement efforts resulted in more summonses issued and arrests made, but did little to resolve the overall problems of the complex.

The complex itself was generally in poor condition, with unrepaired apartments, overgrown landscaping, litter and abandoned vehicles creating uncomfortable living conditions for the residents. This created the perception that nobody cared and that the area was fair game for transients, youth gangs, alcoholics and drug dealers. It was not uncommon to see large groups of people loitering on the property grounds, drinking beer or using drugs. Nuisance problems would result, such as urinating in public (often in front of children), loud and obnoxious behavior toward other residents, littering, property damage and fighting. Many of those causing problems were juveniles, and while it is difficult to know how many were actually involved with youth gangs, many of them certainly wanted to be, and behaved as though they were.

### Spurred into Action

Department statistics indicated that the complex accounted for a disproportionate number of calls for service. In 1994, for example, there were 484 calls for service in the San Juan complex, including everything from parking and traffic issues to attempted homicide. A total of 19 assaults, 10 harassments, 5 vehicle thefts and 11 criminal mischiefs were reported during the year. Yet statistics do not even begin to tell the whole story, as information received from the residents indicated that due to fear and mistrust, many criminal incidents simply went unreported. In the most violent incident of the year, a 16-year-old male shot another 16-year-old male in the face with a handgun. While this was a tragedy, it was also the event that seemed to galvanize the neighborhood to join forces with the police to address the issues.

The Police Department came to the realization that there had to be a better way to deal with the issues at the San Juan complex than by simply increasing enforcement activities. The environment had to be changed in order to change the criminal culture that had developed over the years. Encouraged and motivated by



Where residents once did their laundry, a new police annex at the San Juan housing complex helps Boulder police clean up crime. Officer Vikki Bresnahan and Sgt. Mike Ready staff the facility.

Chief Tom Koby, members of the department began to change their approach toward solving the problems at San Juan.

Problem identification in this instance came from the accumulated knowledge of the events described, as well as through traditional means. From crime statistics, discussions with San Juan community members and anecdotal information, we knew that there was a crime problem in the San Juan community. Furthermore, at community meetings attended by the Chief of Police and other department members, we were advised of the community concern with these issues, particularly in regard to the negative impact on the neighborhood's youth.

### The Ongoing Process

Analysis was, and continues to be, an ongoing process. The department began to work closely with community leaders and members who expressed concern with the problems at San Juan. This took place through a series of meetings in which problems were discussed and possible solutions were brainstormed. Members of the San Juan Learning Center (a city-funded educational and recreational program for disadvantaged children) also became involved in seeking ways to work with the police to improve the opportunities for the area's youth. Others getting involved in the process included a neighborhood liaison person from the City Manager's office, the San Juan management, the owners of San Juan, and the officers regularly working the San Juan area. From this analysis, the following information was obtained:

¶ Many of the people causing problems did live within the

complex. Both adults and juveniles were identified as troublemakers, as were some families.

¶ Those causing problems who were coming from outside the community were congregating at San Juan because they knew people who lived there or because of environmental factors that made it a comfortable, convenient place to hang out.

¶ There was real concern that known gang members were having an influence over the juveniles living at San Juan.

¶ Residents of San Juan were being victimized and felt somewhat helpless over the situation. They were fearful of retaliation if they came forward to report criminal activity and did not believe the police could help them. There was also some mistrust and frustration with past responses by the police.

¶ There was a sense of cultural and economic isolation from the broader community, especially among the youth.

¶ Many youths were unsupervised during the day, particularly in the summer when school was out and parents were working.

¶ There were limited opportunities for youth, particularly in the summer when supervision was lacking.

¶ Street and lighting improvements that had been promised by the city in the past had not been completed.

¶ These problems had been ongoing for years.

¶ Many of the problems were related to the drinking and drug activity that took place almost on a daily basis in the open public areas of the complex.

¶ Residents were becoming increasingly upset and vocal about wanting some help from the police.

¶ There was a recognition by residents that they had to be more responsible in taking a proactive approach toward retaking control of their community, thus making it uncomfortable for troublemakers to feel safe in their activities, and a recognition that parents had a responsibility to provide proper supervision and guidance for their children.

"The Police Department came to the realization that there had to be a better way to deal with the issues at the San Juan complex than by simply increasing enforcement activities.

The environment had to be changed in order to change the criminal culture that had developed over the years."

### Looking for Long-Term Impact

Over the years, the Police Department had responded to problems at the San Juan housing complex by increasing enforcement. While this had some initial effect, offenders would usually find ways to avoid police detection, and the initial impact would be short-lived. It became clear that any approach to dealing with the conditions at San Juan would have to be broader than simply increasing enforcement. Environmental and youth issues had to be addressed in order to have any hopes of a long-term impact on the problems at San Juan. In general, any response would have to be long-term rather than a quick fix.

Response to the issues at San Juan began in 1993 with an agreement to open a police annex on site. The management at San Juan agreed to convert a laundry room for this purpose, the goal being to provide a location where officers could meet and work with community members. It was also hoped that officers



# Building success on top of success

would spend more time at the location, giving residents greater access to the police. The annex was opened in early 1994.

Beat officers were asked to direct their enforcement efforts toward the concerns expressed by the residents during community meetings. Officers were also asked to spend more time at San Juan interacting with the community in a positive manner. Drug enforcement activities were increased, as narcotics officers conducted undercover operations at the complex. Management agreed to evict those who were arrested for drug dealing.

## The Summer of Safety

In the spring of 1994, the department was able to obtain Federal grant funds from allocations to cities for combating juvenile violence. Combined with a private donation and some asset-forfeiture funds, the department was able to start a Summer of Safety program out of the San Juan Police Annex. The program was designed to partner police and youth to provide educational, recreational and community-service opportunities for at-risk youth, specifically those at the San Juan complex.

The Summer of Safety would provide guidance, education and participation in a constructive program, in an effort to overcome some of the negative influences faced by the youth, ultimately reducing the number of criminal complaints at the complex. Another major goal was to improve the relationship between the police and the young people of the community.

Eight youth leaders, ages 17 to 25, were hired to organize and supervise activities for the at-risk youth participating in the program. The youth leaders were paid for their work, and also received a \$1,000 college scholarship for their involvement. Two officers were assigned to the 10-week program to provide coordination and supervision. Program activities included cleaning up areas of the housing complex, graffiti removal, sports, field trips, recreational activities, and police presentations. Both officers work closely with the youth and participated in the activities. Approximately 30 at-risk youth, ages 10 to 14, participated in the program.

While the program was considered a success for the kids that participated, it was not without its problems. As a first-year program, there were scheduling and coordination problems. We also experienced some trouble with a couple of the youth leaders, and acceptance of the program by department members was limited. Some residents, too, believed that the program was too limited. However, for those youths who participated, the feedback was positive. Residents also expressed appreciation for the new attention they were beginning to receive from the police.

Unfortunately, the program that summer did not prevent violence from occurring at the complex. In late summer, a 16-year-old shot another youth in the face. It was a traumatic event for the community, but it also served to wake up some residents to the fact that they had to get involved in order to save their children. They came to the police asking for help. Additional work needed to be done.

## Howdy, Partner

A series of meetings was set up between the police, community members, city officials and the management of the San Juan complex. The first meeting took place in October 1994. Residents

expressed their fears and frustration over the situation at San Juan, specifically the shooting of the 16-year-old. Issues and possible solutions were discussed at these meetings — a total of 34 issues during the October meeting alone. An agreement was reached that residents, management, city officials and the police all had to work cooperatively to solve some of the problems at the San Juan complex. As a result of these efforts, a number of commitments were made:

- ¶ Beat officers would increase enforcement efforts to address specific concerns of community members. These efforts would focus on public disorder-type crimes such as drinking in public, minor drug dealing, parking violations, abandoned vehicles, public urination, curfew violations, etc.

- ¶ Beat officers would make a commitment to provide more visible patrol, including spending more time at the police annex.

- ¶ Residents would provide more cooperation with the police, including a willingness to report troublemakers.

- ¶ Residents agreed to meet with local judges and prosecutors

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The real impact of police efforts on calls for service at the housing complex is difficult to evaluate because of the distrust and frustration that existed prior to 1994.

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to voice their concerns over a perceived lack of support in sentencing violators from the complex.

- ¶ Management agreed to set rules governing unacceptable behavior and drinking in public areas for guests at San Juan.

- ¶ Residents agreed to solicit volunteers to work out of the police annex.

- ¶ The city agreed to complete street improvement projects such as paving, curbing and intersection improvements at 34th and Valmont, where residents and children had to cross the street.

- ¶ Civilian traffic investigators would focus on the parking problems cited by residents.

- ¶ There would be greater use of trespass laws to keep unwanted non-residents out of the complex.

- ¶ There would be continued support and utilization of community outreach programs that provide police-citizen interaction, such as the Summer of Safety.

## Building on Success

Efforts continued through 1995 with a debriefing of the 1994 Summer of Safety program and planning for changes in the 1995 program. The number of police officers participating in the program would be greatly increased, and the program would be better organized and structured. A program supervisor was hired to operate the program, as were eight high school- or college-aged youth counselors to assist in implementing the program and supervising the participants. Police/youth activities included bicycle and pedestrian safety, bicycle registration, DARE training, alcohol/DUI education, gang education, rock-climbing and other sports activities. The program also involved the youth in community service projects such as graffiti removal, painting projects and trash cleanup.

The summer program concluded with a bicycle rodeo sponsored by the Police Department and a local bicycle shop. Bicycles, helmets and other prizes were awarded to program participants.

Building on the success of the Summer of Safety program, the department received a Youth Crime Prevention and Intervention grant from the Governor's Community Partnership Office. This grant was used to fund a partnership between the San Juan Learning Center, the Parks and Recreation Department and the Police Department to provide a youth after-school program. Officers continued to build their relationships with San Juan youth by regularly tutoring students and making presentations during the after-school program. The after-school program has allowed the department to maintain an ongoing connection with the students through the school year and into the Summer of Safety program for 1996.

In both 1995 and 1996, the department and San Juan management sponsored a San Juan Family Festival to kick off the

summer season. The festival was organized and coordinated by one of our beat officers working in partnership with San Juan. The festival — a celebration of the San Juan community and its diverse cultures — is well attended and has further helped us cement our partnership with the community in making San Juan a better place to live.

The Summer of Safety program was again adjusted in 1996 to further improve its effectiveness and management. The program is now supervised by a Parks Department employee and a member from the San Juan Learning Center. The Summer of Safety has matured into a true partnership in which the police play a supporting role, rather than having full responsibility for the sponsorship and management of the program. Various officers participate in the program by putting on at least one three-hour presentation per week, on topics that include gangs, bike safety, crime scene investigation and drug education.

In conjunction with the program, beat officers have continued to provide additional presence and enforcement for the community, as well as work with the housing-complex management to identify problem tenants. Management has been very supportive in working with the police to eliminate on-site problems.

## Sizing Up Results

The problems recognized and identified at the San Juan complex had been long-term in nature, becoming part of the complex's culture. Therefore, it was also recognized that changing the culture required a long-term, problem-solving approach. Much progress has been made in reducing fear, improving police community relations, and making some environmental changes that have improved the quality of life for San Juan residents.

We are also starting to see a significant decrease in calls for service. The real impact is difficult to evaluate because of the distrust and frustration that existed prior to 1994. In our community meetings, we were told that there were many more criminal acts occurring than what were being reported because residents were fearful of retaliation or did not believe the police were willing to help them. Since then, residents have expressed greater satisfaction with the police and have been more willing to report incidents. Thus, there is some expectation that calls for service and reported crime may better reflect the actual number of incidents. As a result, a reduction in calls for service could be an indicator of a significant reduction in criminal activity.

Whether this is considered or not, calls for service have significantly decreased from 1994 levels. Other assessment measures indicate an even stronger positive impact on the San Juan community.

From a high of 106 documented criminal incidents in 1993, there has been a slight but steady decrease of reported criminal offenses at San Juan. Through June 1996, there have been 39 reported criminal incidents at San Juan and no serious assaults. If the numbers hold steady, the San Juan community will experience the lowest level of reported criminal incidents in the last five years.

Total calls for service are also down in 1996 from previous years. The total in 1994 at San Juan was 484; the following year, that total had dropped to 410. Through September 1996, there were 279 calls for service at the housing complex. At this rate,

Continued on Page 18



Officer Vikki Bresnahan is joined by two of her new young friends on the grounds of the San Juan complex.



A roundup of capsule information on emerging research and developments, books and resource materials and other items of professional interest. Items are based on press releases supplied by manufacturers, vendors, publishers and other sources.

**Better Living by Design.** "Creating Defensible Space," a book by urban planner Oscar Newman, a noted proponent of crime prevention through environmental design, has been published by the Department of Housing and Urban Development's Office of Policy Development and Research. The 123-page book, laden with photographs and diagrams illustrating defensible space design principles, is a "how to" guide to CPTED. Contact: HUD User, (800) 245-2691.

**Crunching Numbers.** The 23rd edition of the "Sourcebook of Criminal Justice Statistics," compiled by the Bureau of Justice Statistics, is available on the World Wide Web. Contact: <http://www.albany.edu/sourcebook>. For a printed copy, write the BJS Clearinghouse, P.O. Box 179, Dept. BJS, Annapolis Junction, MD, 20701-0179. Refer to "NCJ 158900" when ordering, and include a check payable to cover shipping and handling: \$6 (U.S.), \$11 (Canada) and \$30 (all other countries). Call (800) 732-3277 to order using Visa or MasterCard.

**"Community Policing: The Block Captain's Role,"** is the second in a series of videotapes produced by Crime Prevention Resources of Medford, Ore. The video, which also includes a "Block Captain's Handbook," shows how police can empower citizens to reclaim their communities from crime. Contact: Tom Monson, (541) 779-0016.

**Mapping Mania.** MPN Components Inc. of Henniker, N.H., has released GPS-Pro Map, a powerful, highly intuitive digital mapping software environment designed and built by mapping professionals for mapping professionals. Contact: MPN Components, 888-477-7761.

**Keeping You in Suspense:** Former San Jose Police Chief Joseph McNamara, the best-selling author of "Fatal Command" and "The First Directive," has another edge-of-your-seat thriller, "Code 211 Blue," out in paperback from Fawcett Gold Medal. Available in most bookstores.

**No More Missed Calls.** Motorola's RSVP, a unique integration of a pager and cellular phone in a single unit, has dozens of features that make it useful for busy law enforcement officers. Contact: David Mann, (212) 575-1976.

**Information, Please.** NETLEADS is a next-generation criminal intelligence and information software system. Contact: Orion Scientific Systems, (703) 917-6201. E-mail: [info@orionsci.com](mailto:info@orionsci.com). Internet: <http://www.orionsci.com>.

**Get the Upspot on Overtime.** Staffingsched, an integrated overtime management system for both city and county police and fire departments, is available from PDSI, an Irvine, Calif.-based information systems and software development firm. Contact: PDSI, (800) 850-PDSI. E-mail: [pr@fbiz.com](mailto:pr@fbiz.com).

**Ready to Roll.** Skaggs Telecommunications Service has stripped and refitted a motor home, transforming it into a 34-foot, high-tech mobile command post featuring a communications center with UHF and VHF frequencies, a soundproof hostage negotiation room and a surveillance camera that rises 25 feet above the roof of the vehicle. Contact: John Johnson, (800) 486-1345.

**Come In, Central:** XYPOINT Corp. has compiled a comprehensive analysis of the nation's liability laws for wireless carriers providing enhanced-911 service. Research conducted by the Seattle-based developer of wireless enhanced-911 applications found that 35 state have no or limited protection in emergency services statutes for carriers. Contact: Roger Nyhus, (206) 720-1739.

**Go Ballistic.** Tri-Tech Inc., a Southport, N.C., manufacturer of body armor, has applied the "building-block design" utilized in its Urban Forces Ballistic Vest System, to two new components: tactical duty gear and a unique hydration system. The company is offering an evaluation program to law enforcement agencies, which can try to products for 10 days at no charge. Contact: Karlyn Johnson, (800)-438-7884 or (910) 457-6600.

**Mobile computers.** Teklogic Enterprises Inc., which develops large-scale wireless data communication systems data communications for organizations with mobile workforces, recently was awarded \$6.8-million contract to supply more than 1,100 rugged mobile computers, docking stations, technical support and services to the Chicago Police Department. The mobile computer developed by the firm is also used by the Tampa Police Department. Contact: Dennis Castor, (606) 647-3126.

**Scene of the Crime.** Cadkey Inc., a Windsor, Conn.-based firm manufacturer of computer-aided design software, has developed PC-based CAD systems for teaching 3D crime reconstruction — DataCAD, a 2D/3D architectural CAD software package, and CADKEY7, a powerful 2D/3D CAD design software. The software bundle is available to law enforcement agencies at a discounted price of \$795. Contact: John Hayes, (860) 298-6457. E-mail: [hayesj@cadkey.com](mailto:hayesj@cadkey.com). Internet: <http://www.dadkey.com>.

**Just the Fax, Ma'am.** Collier County, Fla., Sheriff Don Hunter used the Panasonic UF-M500 Fax to send out warnings to scores of businesses after the murders of several workers at a Naples Cracker Barrel restaurant in November 1995. Hunter said the UF-M500 allowed the agency to integrate its data base of more than 20,000 records and to target a specific county, region, industry, business, association "or anyone else based on the message we need to send out." Contact: Panasonic Office Products, (800) 742-8086.

**Internet, Anyone?** "Online 'Services for Law Enforcement,'" which is billed as "the first easy-to-understand book written about the Internet specifically for law enforcement officials," is available from Professional Training Resources for \$19.95 plus \$2.50 shipping and handling. Contact: (800) 998-9400 or (802) 447-7832.

**Gun Buy-Back Programs** are the subject of "Under Fire: Gun Buy-Backs, Exchanges and Amnesty," a publication from the Police Executive Research Forum that includes research and opinions from noted researchers, public health experts, citizen advocates and police officials. Other recent PERF publications include "Why Police Organizations Change: A Study of Community-Oriented Policing," by Jihong Zhao; "Police Antidrug Tactics: New Approaches and Applications," and "Themes and Variations in Community Policing: Case Studies of Community Policing." Contact: PERF, (202) 466-7820.

**Internal Investigations from Inside Out.** An eight-page "Internal Investigation Checklist" that examines when to initiate an internal investigation; the sources, types and severity of possible misconduct; a model board resolution for an internal investigation, and directing, information-gathering, findings of fact and legal opinions, is available for \$5 from Assets Protection. Contact: (608) 231-6730.

**"Community Checklist: Steps to End Violence Against Women,"** covers new recommendations to help individuals and communities combat domestic violence and sexual assault. The 15-page booklet prepared by the Advisory Council on Violence Against Women is available at the Justice Department's Violence Against Women Office World Wide Web home page at <http://www.usdoj.gov/vawo>.

**Roll 'em.** The Institute of Police Technology and Management has published "DWI Mobile Videotaping for Police and Prosecutors: Policy, Procedures and Law," which reviews the operational and legal aspects of cruiser-mounted video cameras. Contact: (904) 646-2722. Internet: [www.unf.edu/IPTM/](http://www.unf.edu/IPTM/).

**In Memoriam.** Bob Simenson, the father of a suburban Chicago police sergeant killed in the line of duty by a robber in 1994, has written a book about the events that led to his son's death and the grueling emotional toll it took on his family and community. "Not To Be Forgotten" is available for \$14.95 from Fair Haven Publishing, P.O. Box 777, Rice Lake, WI 54868. Phone orders: (888) 234-7761.

**"Women in Federal Law Enforcement — Profiles"** is a documentary produced at the Federal Law Enforcement Training Center that highlights the diverse opportunities available to women in Federal law enforcement agencies. Profiles focus on an attorney, park ranger, agents with the Secret Service and the FBI, a U.S. Marshal, correctional officer and Park Police officer. The video is available from the Commerce Department's National Technical Information Service for \$55, plus a handling fee. Indicate order number AVA19936VNB1KCI. Order via Internet: [orders@ntis.fedworld.gov](mailto:orders@ntis.fedworld.gov) or fax order to: (703) 321-8547. For rush orders, call (800) 553-NTIS.

**The Justice Department's Office of Juvenile Justice and Delinquency Prevention** has published the fifth in a series of guides to help police officers, medical professionals and social-service providers investigate child abuse cases. The latest guide, "Battered Child Syndrome: Investigating Physical Abuse and Homicide," and its predecessor publications are available from OJJDP's Juvenile Justice Clearinghouse. Contact: (800) 638-8736.

**Public Safety Station,** a web site that encompasses a wide variety of public safety information, including directories, an

information library from which users can access educational and resources materials from multiple sources, chat rooms and other on-line services, was launched June 1 at <http://www.pss.com>. Contact: Tom Olshanski, (608) 257-0616.

**Guilty but Innocent.** The National Institute of Justice has released a report "Convicted by Juries, Exonerated by Science: Case Studies in the Use of DNA Evidence to Establish Innocence After Trial," which compiles 28 case studies in which convicted felons were released from prison based on the results of post-trial DNA testing. To order, write: National Criminal Justice Reference Service, P.O. Box 6000, Rockville, MD 20849-6000 or call (800) 851-3420.

**Drug Policy Disaster.** The New York County Lawyers' Association recently released "The Report and Recommendations of the Drug Policy Task Force," a document based on the findings of a 42-member blue-ribbon panel of prominent Federal and state judges, legislators, attorneys, physicians, educators and policy analysts convened by the association three years ago. The 50-page report says current drug policy "has failed, even on its own terms" and calls for "a dramatic shift in thinking and approach in development and implementation of future drug-control efforts." The report is available on the World Wide Web at: <http://www.drcnet.org/nyccla.html> and <http://www.lindesmith.org/nyccla.html>. Contact: Brook S. Mason, (212) 267-6646, ext. 225.

**Training information, police-related news, technology updates** and other services are available from Thin Blue Online, an online system dedicated to the private exchange of information among law enforcement personnel. Members can link themselves with other agencies, jurisdictions, states and countries, providing law enforcement with an unprecedented means of sharing information on local, regional, national and international levels. Contact: David Kaufman, (800) 427-1931.

**Ameritech's SpeakerID/MSR** (Minimum Supervision Reporting) service allows the monitoring of offenders on minimum supervision or administrative probation using a voice verification system. The service accepts calls from offenders, positively identifies the individual and identifies the location of the telephone from which the offender is calling. Contact: Don Goming, (216) 822-4252 or (800) 852-1901.

**Justnet It!** The Justice Technology Information Network is on line and provides information on new technologies, equipment and other products and services available to the law enforcement, corrections and criminal justice communities. It also offers a platform from which to access other criminal justice information web sites. Internet: <http://www.nleetc.org>.

**Programmed Efficiency.** Cerulean Technology has launched PacketCluster Patrol 3.0 software, a Windows 95-based mobile information system that allows instant access to local state and national motor vehicles and criminal data bases and can tie into other Windows-based applications, such as digital-imaging systems and fingerprint records, from their patrol car notebook computers. Contact: Stephanie Smith, (508) 460-4000. E-mail: [stephanies@cerulean.com](mailto:stephanies@cerulean.com).

**Fast Prints.** Printak International, an Anaheim, Calif.-based firm that is the world's leading developer of biometrics-imaging technology for personal identification, has developed its Series 2000 automated fingerprint identification system. The system, which features advanced chip technology and open system design, is said to be the world's fastest AFIS. Contact: Paula Bordigon, (714) 453-8080.

**Free substance abuse prevention and treatment information** is available on Prevline (Prevention Online), a World Wide Web site operated by the National Clearinghouse for Alcohol and Drug Information, at <http://www.health.org>. Contact: (800) 729-6686.

**Excessive force** is put under the microscope in "Police Violence: Understanding and Controlling Police Abuse of Force" by William A. Geller, associate director of the Police Executive Research Forum, and Hans Toch, distinguished professor at the School of Criminal Justice at the State University of New York-Albany. Topics covered by the authors include: a theory of police abuse of force; causes of police brutality; the violence-prone officer; the role of race, and many others. Available from Yale University Press. Contact: (203) 432-0964.

Send items for this page, which runs irregularly in LEN, to: F.Y.I., Law Enforcement News, 899 10th Ave., New York, NY 10019. Fax: (212) 237-8486.



# Youth shall be served — by youths who serve

Young adult police board marks its fifth year in New Haven

A police commission whose members are not yet out of high school? It's a typographical error, right?

Wrong. The Board of Young Adult Police Commissioners, a program in New Haven, Conn., with a track record of forging closer ties between police and teen-agers while urging youths to work for change in their communities, began its fifth year of operation this fall.

The board, which includes 22 students of diverse backgrounds from six public high schools and two parochial schools, has been involved in a variety of issues — and not always taking positions that would find them in the public-safety mainstream, including successfully leading opposition to a citywide curfew and a ban on metal detectors in high school.

The board also campaigned for more treatment facilities for youths with drug and alcohol problems, and raised funds to provide hospice care for adolescent AIDS patients. It also has interviewed about 175 new recruits to the New Haven Department of Police Service to gauge their attitudes about youths. Only one of the recruits did not pass muster; he was ordered back to the academy for more diversity and sensitivity training.

The board came into being in 1991, when city officials, at the urging of Police Chief Nicholas Pastore, agreed to establish the all-volunteer panel aimed at the city's youths. Pastore devised the proposal after touring city schools shortly after he was sworn in and became alarmed by the hostility and anger many students expressed toward police officers, said Det. Thomas Morrissey Jr., who serves as the department's Community Youth coordinator.

The commissioners are elected by fellow students at all six public high schools, with two members from each of the city's eight police districts. The remaining members are nominated by city commissioners, and approved by sitting BYAPC members, Morrissey said, who added that commissioners remain in office throughout their high school years, until the summer following graduation.

They meet at least once a month, in an office used by the city's Board of Police Commissioners, just down the hall from Pastore's office, he added.

Members must have the consent of their parents in order to serve on the board, Morrissey said. "Parents' relationships are essential because if they think what we're doing is taking up too much of the youngsters' time and isn't productive, that child won't be coming back and we know that. It's essential for us to have the trust and involvement of the parents, and we have that. That's clearly one of the reasons why this is successful."

The young commissioners can be removed from the board

by school officials if it is felt that they are not properly representing their school. The commissioners cannot miss more than three meetings in a row or three meetings in a five-month period, Morrissey said. "Over five years, only five commissioners have been removed from the board by the commissioners for what they felt was a lack of commitment," he noted.

The board's first year was a rocky one, Morrissey recalled, with the resignations of several youths whose board work

**"We're more than willing to give this program away, and we're convinced it can work equally well in other communities," says the Police Department's community youth coordinator, who says he is puzzled by the lack of replication of the program.**

conflicted with their after-school jobs, academic work or for whom peer pressure proved too much for them to bear.

"Some left because they were accused [by other students] of being stool pigeons or 5-0s," Morrissey told Law Enforcement News. "None of this is about that, and I tried to explain that to them, but we didn't have a track record yet. We hadn't had a chance to prove ourselves."

That misperception has since fallen by the wayside, said Morrissey. "Without a doubt, they've had an effect on the attitudes of youth in general toward police," he said. "When you have 11 students in a predominantly minority high school run for positions on the board, when in 1991 I couldn't get two kids to run against each other for a spot, that says a lot about how far we've progressed."

"It has begun to bridge the gap between teen-agers and police officers in our city," added the board's current president, Natalie Guerrier, a 17-year-old senior from Wilbur Cross High School who plans to attend Harvard. "We try to let people know the opinions of police that are held by teen-agers are not necessarily the right ones to have. We speak a lot to our peers about that.... They're not as willing to brand every police officer badly. There are still stereotypes both ways, but it is getting better."

Guerrier added that reactions by police officers to the board have also been positive. "They support us and we support them. Police officers I've come into contact with who know who we are don't seem to have a problem with us. We've been impressed with just about every police recruit that we've interviewed," she said.

Morrissey said the group has emerged as a pool of hard-working youths who have earned a reputation for fairness and who have exhibited strong leadership potential and a level of influence that has been felt throughout Connecticut.

The board's reputation has extended to the national arena as well, Morrissey added. In 1994, two former board members, including its president, Augusto Rodriguez from Career High School, and vice president, Michele Edwards from Wilbur Cross High School, were chosen by the U.S. Department of Education to be presenters at a Justice Department-sponsored conference called "Solving Youth Violence: Partnerships That Work."

It was at the conference that the two students met the First Lady, Hillary Rodham Clinton, who spoke to them about the importance of Federal crime legislation then being considered by Congress. The youth board went on to play a key role in lobbying members of Connecticut's Congressional delegation to support the measure.

In October, Guerrier introduced Mrs. Clinton when she came to New Haven to give a speech on behalf of the President's re-election campaign — a speech in which she cited the board as a national model for youths wanting to get involved in their communities. "That was probably my most exciting opportunity on the board, getting to meet the First Lady," she said.

As this issue of LEN was going to press, Guerrier and the board's secretary, Sherrie Amos, were preparing to travel to Zion, Ill., to meet with officials about the possibility of setting up a similar program there.

"This will be a first for us," said Morrissey, who added that he was puzzled as to why no other jurisdictions have attempted to replicate the program. "We're more than willing to give this program away, and we're convinced it can work equally well in other communities, as it has in New Haven."

Morrissey said the program has virtually no costs and the group does not delve into internal police matters. "The purpose is to empower and include youth in the decision-making process in the community," he said. "The more young people who are convinced they have the power to influence decisions, the more opportunity there is for young people to engage themselves and their peers in these solutions. Personally, I think this is an answer to a question that hasn't been properly explored."

## Troubled Illinois town bids not-so-fond farewell to cops

Glad to see 'em go.

That was the reaction of many residents of the impoverished town of Ford Heights, Ill., following the news that six current and former police officers had been indicted by Federal authorities for allegedly taking bribes to look the other way as more than 20 drug dealers set up shop in the locality about 30 miles south of Chicago.

"This should have happened a long time ago," said Renee Jackson, a 16-year-old mother of a 2-year-old boy. "The gangs ran free. When they got to shooting, you couldn't let your kids outside."

Another resident, Marilyn Thompson, said she was puzzled as to why police never responded when she called to report a 20-minute shoot-out clash that she had witnessed four years ago between two gangs of armed youths. "They didn't hardly respond to anything, and now you know why," Thompson told The Chicago Tribune, after news of the indictments spread around town.

"I don't care if they were only making \$5 an hour," said Cliff Franklin, 63,

a retired factory worker. "That doesn't give you the right to break the law."

The indictments, which were announced by U.S. Attorney James B. Bums in early October, charge that officers had taken "tens of thousands of dollars" from drug dealers since 1988. "These officers sold their shields," Bums said.

Named in the indictments were former acting Police Chief Jack Davis, 58, who was arrested in July and is in custody in Chicago; Vincent Taran Hunter, 42; Odell Boxley, 49; Keith Jones, 37; Dale Jones, 32, and Kerwin Hall, 38.

Prosecutors charged that one or more of the officers had tipped off the drug dealers about the presence of other law enforcement agencies and had promised to fix cases against drug dealers. They allegedly interfered with drug sales by rival gangs that did not pay bribes.

The indictments decimated the town's poorly paid police force, where officers with the most seniority earned only \$10 an hour. With only three officers left in the department, Illinois

State Police troopers and Cook County sheriff's deputies were ordered in to patrol the city.

Cook County authorities took part in a series of raids in August that resulted in the arrests of more than 150 drug suspects. County Sheriff Michael Sheehan likened the town streets of the city, one of the nation's poorest municipalities, to "drive-through drug stores" where cocaine, crack and heroin were readily available.

Residents of the town of 5,000, which had changed its name from East Chicago Heights a few years ago in a bid to give the beleaguered community a fresh start, said they were relieved to see a beefed-up law enforcement presence on the streets. "I love it," said Thompson. "I see them and I say, 'Hey!' and honk my horn. It's bad out there."

Thompson's positive reaction to the troopers and deputies is typical, said Sgt. John McQuinn of the sheriff's gang and narcotics unit. "A lot of the folks are real positive," he told The Tribune. "They said, 'It's good to see some help.'"

## Use-of-force lawsuits may lead to decree

The Camden, N.J., Police Department will revamp the way it investigates complaints against officers under a proposed consent decree announced as a partial settlement of lawsuits charging police with using excessive force.

A Federal judge was expected to rule on the agreement at a hearing scheduled for Nov. 21. The decree, which was announced by city officials Oct. 15, does not address claims for unspecified monetary damages or the merits of any one case. It stipulates only that attorneys for the plaintiffs, City, Police Department and others named in the suits all agree that complaints against police should be better handled.

If U.S. Magistrate Robert B. Kugler accepts the agreement, Camden officials will implement a series of procedural changes, including: setting a 90-day deadline for completing internal affairs investigations, ending what plaintiffs' attorneys say is a long-term police practice of stalling citizens' claims by referring them to Municipal Court; requiring periodic reviews of investigations by the Mayor and Police Chief; and providing bilingual material informing citizens of other investiga-

tive agencies available to them.

The agreement also calls for in-service training for all police officers regarding new internal affairs procedures.

The goals of the consent decree, as outlined in a mandated statement read by Mayor Arnold W. Webster, are to ensure confidence in the internal affairs process; ensure the protections of both citizens' and officers' rights, and a "sincere desire" to improve existing Police Department policy.

The decree stemmed in part from a series of lawsuits filed by several Camden residents. In one case, Jose Clemente, a paraplegic, alleged he was assaulted by a police officer on March 18, 1995, as other police officers watched. "Though he advised the officers of his condition, he was dragged across the ground and struck while he lay helplessly on the pavement," court documents said.

A court hearing is scheduled for January to determine whether hundreds of citizens who have filed complaints against police since November 1993 can participate in a class-action lawsuit for monetary damages against the City, the Police Department and officers.



# BaltCo PD alters its thrust

Continued from Page 1  
the Baltimore County department when it adopted the community-based policing philosophy in 1982, said community policing has had a concrete definition from the beginning.

"Community policing is a partnership with the community to improve the quality of life," he asserted. "What the Captain does not understand is that community policing never rejected traditional policing. It is an enhancement of traditional policing — sometimes in a different direction — but it never abandoned traditional policing."

"If crime is destroying the quality of life," Behan continued, "then you energetically pursue the abolition of that crime. It's that simple. You don't abandon the community to do it."

Behan added that he has conferred

with Sheridan, who reassured him that community policing is still the agency's guiding principle. "If I've got the numbers right, crime has been going up in Baltimore County and surveys have shown that the public is greatly concerned about it," Behan said. "So it makes good sense to work with the public to reduce crime."

Johnson said one indication of a shift in the agency's direction is that he must respond to the queries of high-ranking police officials about what his precinct is doing to reduce crime.

"Under the past administration," the Captain noted, "I was not asked on a regular basis about the status of a particular investigation...or why I could not get control of a robbery problem or pattern. That's an everyday occurrence now. If I don't know the answers, I'm

in hot water.

"Before they called down and asked us how many community meetings we attended last month," he continued. "They never asked why, they just wanted to know how many. They wanted to know how many times you went to the schools. They didn't ask why you were there or what you did there, just how many times. I think we just became so involved in that issue that enforcement became just part of what we did, not the main focus. This new guy is bringing us back to that mission and goal at this point in time. Morale in my station has drastically improved."

Chief Sheridan wants the agency to be "enforcement-directed," Johnson said, adding that that focus has resulted in some crime reductions in his precinct and higher morale among his officers.

"My crime rate is down 6.6 percent. My violent crime rate is down almost 12 percent for the first half of 1996, compared to the first half of 1995....

This is a result of the overall philosophy of this particular station and Sheridan's position. The community likes it, they appreciate it and this is what they want. I think it's the way to go in the future," he said.

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(121596)

## Boulder takes on housing complex

Continued from Page 15  
total calls for service will be approximately 372, a 23-percent decrease from 1994 levels.

## What People Are Saying

Officers working the San Juan area have reported a much greater sense of cooperation from the residents, who are more willing to talk with officers, provide information on criminal activities and identify suspects. This has resulted in a greater ability to investigate crime at the complex.

Officers have also reported that when they are on foot patrol in the area, children and adult residents will approach them just to say "Hi" or to talk. Officers regularly working the area have gotten to know many of the residents on a first-name basis.

In discussions with officers, they have stated that the atmosphere at San Juan is significantly improved over several years ago. Beat officers are no longer fearful of patrolling the area alone, even at night. Residents have expressed similar sentiments. They now talk about the cooperation and service they receive from "their" officers. In the spring of 1996, the San Juan community held an appreciation breakfast for members of the Police Department to thank them for their efforts at the housing complex.

This past April, a survey of San Juan youths was conducted as part of the Family Learning Center/Boulder Police Department After-School Program. The results of the survey were quite encouraging, indicating that police officers were well respected and trusted by the youngsters. Eighty percent of the respondents said that police officers can be trusted, while only

11 percent indicated that they could not be. Nearly three-quarters of those surveyed believed the police treat people with respect, and 69 percent indicated the police would help if called.

Even the local media have taken notice. Recent coverage of the changes taking place at San Juan has been very positive, with the police earning public praise for their work in the community.

## The Work Continues

The problem-solving effort at San Juan Del Centro involved Police Department personnel at every level of the organization. From the Chief to the line officers, those involved in this project have worked hard to develop working relationships with San Juan community members. The greatest effort, however, has come from the officers working in the San Juan area and those participating in the After School and Summer of Safety programs.

While significant progress has been made at San Juan, the department is committed to continue working with residents to further improve the quality of life. Our long-term outlook is to build upon the partnerships and relationships already cultivated, to continue to change the culture of the housing complex in a positive manner, and to continue to have a positive influence on its youth.

(Mark R. Beckner is a veteran of over 18 years with the Boulder, Colo., Police Department, where he is currently the Watch II Patrol Commander. His commentary on police attitudes and courtesy appeared in the Nov. 30, 1993, issue of Law Enforcement News.)

## 'LA Bridges' to span anti-gang spectrum

Continued from Page 1

Officials said some of the two dozen existing programs will continue to receive funding if they successfully complete the bidding process. Although funding for current programs is set to end Jan. 31, the city is trying to cobble together monies to keep them in business until L.A. Bridges goes into effect.

Eventually, all city-funded gang programs would fall under L.A. Bridges, which will be run by an administrator and a seven-member staff.

The program will initially focus on students ages 10-14 at 25 of the city's 52 middle schools, most of which are in areas with high rates of violent crime and gang activity. The program may be expanded to other schools if funds become available, said Capt. Dan Koenig, commander of the LAPD's Detective Support Division, who is also the agency's gang coordinator.

Community oversight committees will be formed to help tailor the programs to the needs of specific neighborhoods. The program will also utilize the resources of neighborhood

schools, parents, businesses and libraries, as well as those of police and social-service agencies.

Anti-gang programs will submit quarterly reports on their activities, and all participants will be evaluated annually by an outside consultant, to be chosen by the city under a competitive bidding process, Koenig told Law Enforcement News.

"It's difficult to measure effectiveness when you have a sort of at-large charter," he said. "This way, we'll be able to better measure effectiveness.... We are not going to wait for a year to find out how it's doing."

While evaluation criteria have not yet been set, Koenig said some may involve monitoring students' grades and test scores and analyzing trends in behavioral problems at the schools.

L.A. Bridges also includes a police component focusing on prevention programs. "Of course, we have an interest in its success because the more successful it is, the less work we'll have," said Koenig. "If it works, we have fewer gangs, and therefore, less crime."



# Upcoming Events

## JANUARY 1997

6-8. **Street Survival '97.** Presented by Calibre Press. Houston. \$189/\$165/\$115.

6-10. **Bus Accident Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

6-10. **Police Internal Affairs.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

6-10. **Police Applicant Background Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

6-10. **Homicide Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

6-Feb. 28. **33rd Annual Management College.** Presented by the Southwestern Law Enforcement Institute. Dallas. \$990/\$1,490.

7-8. **Executive/VIP Protection.** Presented by the Executive Protection Institute. New York.

7-8. **Criminal Intelligence Operations.** Presented by Hutchinson Law Enforcement Training. Madison, Conn.

9-10. **Managing Security Systems.** Presented by the Executive Protection Institute. New York.

13-14. **Drug Interdiction.** Presented by Hutchinson Law Enforcement Training. New Braintree, Mass.

13-15. **Fraud Investigation Methods.** Presented by the Investigation Training Institute. Los Angeles. \$595.

13-17. **Pedestrian/Bicycle Accident Investigation.** Presented by the Institute of Police Technology & Management. Camarillo, Calif. \$495.

13-17. **Gang Investigations.** Presented by the Metro-Dade Police Department. Miami. \$549.

13-24. **At-Scene Traffic Accident/Traffic Homicide Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$595.

16-17. **Tracing Illegal Proceeds.** Presented by the Investigation Training Institute. Los Angeles. \$395.

20-21. **Executive/VIP Protection.** Presented by the Executive Protection Institute. Fort Lauderdale, Fla.

20-24. **Criminal Investigative Techniques.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

20-24. **Advanced Techniques for Unresolved Death Investigations.** Presented by the Institute of Police Technology & Management. Lake Oswego, Ore. \$525.

20-24. **Supervising a Selective Traffic Law Enforcement Program.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$525.

22-23. **Investigative Techniques.** Presented by Hutchinson Law Enforcement Training. Braintree, Mass.

22-23. **Violence in the Workplace.** Presented by the Executive Protection Institute. Fort Lauderdale, Fla.

22-24. **Basic Crime Stoppers.** Presented by the Institute of Criminal Justice Studies. Odessa, Texas.

23. **Domestic Violence.** Presented by Hutchinson Law Enforcement Training. Cheshire, Conn.

24. **Child Abuse.** Presented by Hutchinson Law Enforcement Training. Cheshire, Conn.

24-25. **Corporate Aircraft Security.** Presented by the Executive Protection Institute. Fort Lauderdale, Fla.

25. **Successful Promotion.** Presented by Davis & Associates. Anaheim, Calif. \$125.

27-29. **Fraud Investigation Methods.** Presented by the Investigation Training Institute. Miami. \$595.

27-31. **Motor Vehicle Identification & Auto Theft Symposium.** Presented by the Metro-Dade Police Department. Miami. \$595.

27-31. **Report Writing for Instructors.** Presented by Bruce T. Olson, Ph.D. Burlingame, Calif. \$290.

27-31. **Interviews & Interrogations.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

27-31. **Conference on Responding to Child Maltreatment.** Presented by the Center for

Child Protection. San Diego.

27-Feb. 7. **Advanced Traffic Accident Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$695.

27-Feb. 14. **Command Training Program.** Presented by the New England Institute of Law Enforcement Management. Wellesley, Mass.

28-29. **Drug Interdiction.** Presented by Hutchinson Law Enforcement Training. Saratoga Springs, N.Y.

28-30. **Street Survival '97.** Presented by Calibre Press. Atlantic City, N.J. \$189/\$165/\$115.

29-31. **Preparing the Search & Seizure Warrant for Crimes Against Children.** Presented by the Institute of Child Advocacy. Tallahassee, Fla. \$250.

30-31. **Tracing Illegal Proceeds.** Presented by the Investigation Training Institute. Miami. \$395.

## FEBRUARY

1-5. **9th Annual Pension & Benefits Seminar.** Presented by the National Association of Police Organizations. Palm Springs, Calif. \$25.

3-7. **Advanced Interviews & Interrogations.** Presented by the Institute of Police Technology & Management. Pensacola, Fla. \$525.

3-7. **Verbal Judo — Train the Trainer.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$525.

3-7. **Wire, Oral & Electronic Intercepts (Wiretaps).** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

3-7. **Management of the K-9 Unit.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$450.

4-6. **Street Survival '97.** Presented by Calibre Press. Green Bay, Wis. \$189/\$165/\$115.

8. **Successful Promotion.** Presented by Davis & Associates. San Diego. \$125.

10-12. **Street Survival '97.** Presented by Calibre Press. Portland, Ore. \$189/\$165/\$115.

10-12. **Fraud Investigation Methods.** Presented by the Investigation Training Institute. Houston. \$595.

10-14. **Line Supervision.** Presented by the Institute of Police Technology & Management. Franklin, Tenn. \$495.

10-14. **Introduction to FoxPro.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$695.

10-14. **Police Firearms Instructor Development School.** Presented by the National Rifle Association. Phoenix.

10-21. **Traffic Accident Reconstruction.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$695.

13-14. **Tracing Illegal Proceeds.** Presented by the Investigation Training Institute. Houston. \$395.

17-18. **Advanced Confrontation Preconditioning.** Presented by the Metro-Dade Police Department. Miami. \$295.

17-18. **Executive/VIP Protection.** Presented by the Executive Protection Institute. New Orleans.

17-21. **Managing Criminal Investigators & Investigations.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

17-21. **Criminal Patrol Drug Enforcement.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

ment. Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

17-21. **Street Gang Identification & Investigation.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

19-20. **How to Succeed in the Security Profession.** Presented by the Executive Protection Institute. New Orleans.

21-22. **Business Intelligence.** Presented by the Executive Protection Institute. New Orleans.

24-26. **Fraud Investigation Methods.** Presented by the Investigation Training Institute. Las Vegas. \$595.

24-28. **Comprehensive Police Fleet Management.** Presented by the Institute of Police Technology & Management. Jacksonville, Fla. \$495.

25-26. **Narcotic & Drug Investigations.** Presented by Hutchinson Law Enforcement Training. Braintree, Mass.

25-27. **Street Survival '97.** Presented by Calibre Press. Louisville, Ky. \$189/\$165/\$115.

26-28. **Contemporary Issues in Police Administration.** Presented by the Southwestern Law Enforcement Institute. Dallas.

27-28. **Tracing Illegal Proceeds.** Presented by the Investigation Training Institute. Las Vegas. \$395.

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## For further information:

Addresses & phone/fax numbers for organizations listed in calendar of events.

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Center for Child Protection, Children's Hospital, San Diego, CA. (619) 495-4940. Fax: (619) 974-8016.

Davis & Associates, P.O. Box 6725, Laguna Niguel, CA 92607. (714) 495-8334.

Executive Protection Institute, Arcadia Manor, Rte. 2, Box 3645, Berryville, VA 22611. (703) 955-1128.

Hutchinson Law Enforcement Training, LLC, P.O. Box 822, Granby, CT 06035. (860) 653-0788. E-mail: dhutch@snet.net. Internet: <http://www.patnotweb.com/hlet>.

Institute of Child Advocacy, Attn.: Pete Musante, P.O. Box 8068, Clearwater, FL 34618-8068. (813) 726-1123. Fax: (813) 321-5664.

Institute of Criminal Justice Studies, Southwest Texas State University, West Campus, Canyon Hall, San Marcos, TX 78666-4610. (512) 245-3030. Fax: (512) 245-2834.

Institute of Police Technology & Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216.

(904) 646-2722.

Investigation Training Institute, P.O. Box 669, Shelburne, VT 05482. (802) 985-9123.

Metro-Dade Police Department, Training Bureau, 9601 NW 58th St., Building 100, Miami, FL 33178-1619. (305) 715-5022.

National Association of Police Organizations, 750 First St., N.E., Suite 1020, Washington, DC 20002-4241. (202) 842-4420. Fax: (202) 842-4396.

National Rifle Association, Law Enforcement Activities Division, 11250 Waples Mill Rd., Fairfax, VA 22030. (703) 267-1640.

New England Institute of Law Enforcement Management, P.O. Box 57350, Babson Park, MA 02157-0350. (617) 237-4724. Web: <http://www.tiac.net/users/gburke/neilem.html>.

Northwestern University Traffic Institute, 555 Clark St., P.O. Box 1409, Evanston, IL 60204. (800) 323-4011.

Bruce T. Olson, Ph.D., P.O. Box 1690, Modesto, CA 95353-1690. (209) 527-0966. Fax: (209) 527-2287.

Southwestern Law Enforcement Institute, P.O. Box 830707, Richardson, TX 75083-0707. (214) 883-2376. Fax: (214) 883-2458.

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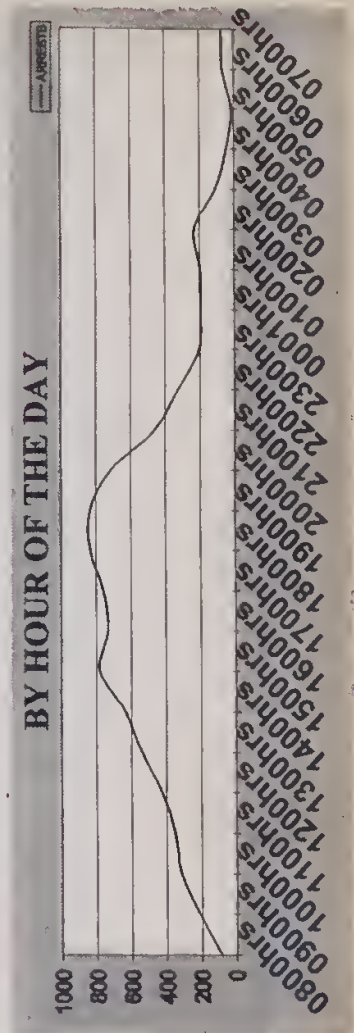
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